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Contents

Chapter		Page
I.	Organizational matters	3
	UNFPA segment	6
II.	Report of the Executive Director for 1999	6
III.	ICPD+5	12
IV.	Evaluation	19
V.	Information and communication strategy	24
VI.	UNFPA programming process	27
VII.	Emergency assistance	33
	UNDP/UNFPA joint segment	42
VIII.	Internal audit and oversight	42
	UNDP segment	52
IX.	Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)	52
X.	Communication and advocacy strategy	69
XI.	United Nations Volunteers	72
XII.	Country cooperation frameworks and related matters	77
XIII.	United Nations Office for Project Services	80
XIV.	Other matters: field visits	85

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Decisions adopted

No.		
2000/11	Future programme directions of UNFPA in light of the outcome of the ICPD+5	17
2000/12	UNFPA programming process	31
2000/13	Ensuring reproductive health in emergency situations	38
2000/14	United Nations Volunteers	76
2000/15	Annual report of the Administrator	68
2000/16	Annual report of the Executive Director on the activities of the United Nations Office for Project Services	83
2000/17	Overview of decisions adopted by the Executive Board at its annual session 2000	88

I. Organizational matters

1. The President, H. E. Mr. Vladimír Galuška (Czech Republic), opened the session.

Agenda, documentation and work plan

2. The Secretary of the Executive Board elaborated on the elements contained in document DP/2000/L.3, the provisional agenda, list of documents and work plan for the session. It was unfortunate that some of the documentation had been issued late in the official languages, in particular the UNDP results-oriented annual report (DP/2000/23/Add.1). One document submitted to the annual session that had not appeared in DP/2000/L.3 was the second country cooperation framework for Azerbaijan (DP/CCF/AZE/2). The first extension of the first country cooperation framework for El Salvador (DP/CCF/ELS/1/EXTENSION 1) had been withdrawn and would be re-submitted at a future session. She noted that a revised work plan had been distributed to the Executive Board. Informal meetings would be held during the UNDP segment on the methodology of the results-oriented annual report (ROAR) and on the UNDP role in crisis and post-conflict situations, focusing on natural disaster reduction. A meeting between the Board, civil society organizations and non-governmental organizations would also be held. The Secretary reminded the Board that statements were limited to five minutes.

3. The Secretary of the Board noted that the item on the Joint United Nations Programme on HIV/AIDS (UNAIDS) would be taken up at the first regular session 2001. The proposed contributions of UNDP and the United Nations Population Fund (UNFPA) to the United Nations system strategic plan for HIV/AIDS for 2001-2005 would be submitted to the Board at that time, as requested in Economic and Social Council decision 1999/36, paragraph 9(c). An oral update on UNDP assistance to Myanmar would be given at the third regular session 2000, with a written report submitted at the first regular session 2001. The annual report of UNDP on evaluation would be submitted at the third regular session 2000.

4. The Chief, Executive Board Branch, UNFPA, informed the Board that UNFPA had also experienced delays in issuing its documentation, owing to the need to prepare for three sessions in six months. He thanked the conference staff that had worked very hard to enable the availability of the documentation. He then reviewed the items before the Board under the UNFPA segment and the special event on adolescent reproductive health that would be held on 13 June.

5. One delegation stated that Rule 5 of the Rules of Procedure of the Executive Board of UNDP and UNFPA had not been fulfilled in that documentation had not been available six weeks in advance in the official languages. The 15-page limit for policy documents had also not been respected. The speaker requested that item 9 on the Annual Report of the Administrator, including the ROAR, be postponed to the third regular session 2000. He added that conference room papers should be used as background, and not to present information on which the Board would take decisions. The same delegation, during the

discussion under item 9, reiterated that the provisions of Rule 5.7 of the Rules of Procedure has not been met. Another delegation, speaking after the adoption of decision 2000/15, requested that draft decisions be made available in the working languages of the Executive Board.

6. The Secretary stated that all the Executive Boards faced the same problems with regard to the timely issuance of documentation. The general problem which needed to be addressed was that of the capacity of the United Nations Conference Services. She noted that it was difficult to condense certain documents into 15 pages. She noted that the Board had not been asked to make a decision related to the conference room paper DP/2000/CRP.10. The Secretary stated that late submission had prevented the texts of draft decisions from being available in the working languages owing to time and human constraints. In such cases, if needed, the draft text of decisions could be read from the podium for simultaneous interpretation.

7. The Executive Board approved the agenda and the revised work plan for its annual session 2000 (DP/2000/L.3) as orally amended.

8. The Executive Board approved the report of the second regular session 2000 (DP/2000/20).

Schedule of future sessions

9. The Executive Board agreed to the following schedule for the future sessions of the Executive Board in 2000 and 2001:

Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-9 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

* Subject to the approval of the Committee on Conferences

10. The Executive Board agreed to the work plan for the third regular session 2000 of the Board, as contained in the annex to decision 2000/17.

11. The Executive Board held the UNFPA special event, "Adolescent Reproductive Health", on 13 June 2000 and the UNDP special event, "Contribution to the Debate on the United Nations Operational Activities for Development and the Key Role of Partnerships", on 22 June 2000.

12. One delegation requested that decision 2000/12 of 16 June 2000 on the UNFPA programming process be brought to the attention of the Administrator. The Administrator, as chair of the United Nations Development Group was requested to act, in accordance with the decision, in close collaboration with the heads of other United Nations funds and programmes.

13. The Administrator informed the Executive Board that the ministerial meeting on UNDP would be held on Monday, 11 September 2000. The Secretary-General would open the meeting. Background papers would be provided to all invited delegations by 21 July 2000 in draft form. Following consultations, the working papers would be finalized by 28 July 2000.

UNFPA segment

II. Report of the Executive Director for 1999

14. The Executive Board had before it the Report of the Executive Director for 1999, as contained in documents DP/FPA/2000/8 (Part I), (Part I, Add.1), (Part II), (Part II, Corr.1) and (Part III).

15. In her introductory remarks, the Executive Director touched on a number of important issues and developments. She noted that the recent UNFPA Global Meeting had provided an opportunity for UNFPA field and headquarters staff to come together to discuss such crucial issues as the implications of the ICPD+5 for the UNFPA programme; the current funding situation and strategies for securing a stronger funding base for the future; and the implementation of results-based management and the multi-year funding framework (MYFF). It also enabled UNFPA staff to discuss how to better organize headquarters functions in support of field operations.

16. She said that the Fund's annual report for 1999 took a somewhat different approach than in previous years, focussing on only three themes (adolescent reproductive health, partnerships, and the MYFF) instead of providing an overview of the Fund's activities in all programme areas and in all regions of the world. The aim was to go into greater depth on a few aspects of the Fund's programme so as to provide a better understanding of how UNFPA works in these areas.

17. Adolescent reproductive health and partnerships were important aspects of UNFPA's work every year. They were also particularly highlighted during the ICPD+5 review and were the subject of two separate forums prior to the Hague Forum in February 1999. The development of the MYFF was central to the work of UNFPA in 1999, and its implementation was one of the Fund's organizational priorities for the year 2000. The annual report thus reviewed how the MYFF was developed and highlighted the initial steps that had been taken to integrate the MYFF approach into all of the Fund's operations.

18. The Executive Director informed the Executive Board that UNFPA had had a net over-expenditure of $6 million for 1999 and that the Fund had drawn down on its operational reserve in that amount. The main reason for the drawdown, she said, was that UNFPA had not received the income that had been expected for 1999. UNFPA staff across the organization had tried to preserve gains made in countries with programmes approved by the Board while slowing down expenditures as much as possible. She stressed that the responsibility for the non-implementation of the programmes due to the non-availability of resources at the level approved had to be shared by everyone. She therefore appealed to Board members to raise this issue, which was essentially one of political will, in their capitals. She said it was a shame that resources could not be mobilized at a time when countries were moving ahead

to implement the visionary agenda of the ICPD with effective programmes that had been approved by the Board at what had been very modest levels.

19. Following a brief review of the Fund's current resource situation, the Executive Director stressed again that the mobilization of core resources was a shared responsibility of everyone. She asked all Member States to help ensure that the level of UNFPA's general resources would once again reach $300 million a year, as was the case during the immediate post-ICPD years. In this connection, she appealed to programme countries to contribute to UNFPA in at least three ways – with a pledge to the Fund's core resources in local currency, with a contribution to the cost of the UNFPA office in their respective countries, and with cost-sharing of the programme.

20. She concluded by expressing to the Board her deep appreciation for the continuing very professional dialogue, partnership and constructive guidance that it provided to UNFPA.

21. During the discussion that followed numerous delegations acknowledged the good work done by UNFPA during the past year, particularly in connection with the ICPD+5 review and appraisal process. Many delegations welcomed the annual report's focus on two key areas of the Fund's work, namely, adolescent reproductive health and partnerships, although some would have preferred a more analytical and results-oriented report. They therefore looked forward to the Fund's first results-oriented annual report next year.

22. Several delegations commended the work of UNFPA in addressing adolescent reproductive health and encouraged the Fund to continue its work in that area. One delegation noted that focusing on youth was a successful strategy for arresting the spread of HIV/AIDS. Numerous delegations praised the special event panel discussion on adolescent reproductive health organized by UNFPA on the opening day of the session. One delegation described the special event as one of the most thoughtful and informative panels she had attended in a United Nations setting. The same delegation called on UNFPA to use South-South cooperation modalities to share the lessons learned in the area of adolescent reproductive health.

23. Numerous delegations welcomed the work undertaken by UNFPA on its multi-year funding framework (MYFF). A number of delegations underlined that education and training in results-based management for staff were critical for the success of the MYFF. In pointing out that the missing element of the MYFF was resources, several delegations called on the Executive Board, as well as the international community as a whole, to ensure predictable, assured and increased resources for UNFPA. While expressing deep regret about the decline in UNFPA funding, several delegations noted their concern about the reduction in UNFPA funding for advocacy and for programming, especially in category A countries. A number of delegations acknowledged the Fund's efforts to help countries implement

the ICPD Programme of Action and achieve the ICPD+5 goals and benchmarks, in spite of declining resources.

24. Many delegations welcomed the Fund's partnerships with civil society, other United Nations entities, the World Bank, the European Union and bilateral agencies. A number of delegations welcomed the Fund's partnerships with the media, parliamentarians and other decision makers, and commended UNFPA on its work with traditional and religious leaders, noting in particular the cultural sensitivity that characterized that work. Several delegations noted the Fund's commitment to United Nations reform and its collaboration with its United Nations partners. One delegation urged UNFPA to develop closer partnerships with donor government bilateral cooperation schemes, including with government-affiliated research institutes, parliamentarian associations, and local governmental and non-governmental organizations (NGOs) in its own country. Another delegation was surprised that partnerships with UNIFEM had not been mentioned in the report. One delegation noted in particular the Fund's role as a co-sponsor of UNAIDS, while another underscored the need to ensure that United Nations agencies in the field sent consistent messages on HIV/AIDS prevention. The delegation urged UNFPA to play a more active role in the HIV/AIDS theme groups and encouraged the Fund to share lessons learned in the field with its headquarters and with UNAIDS.

25. Several delegations encouraged the Fund to participate in the World Bank's Comprehensive Development Framework (CDF) and Poverty Reduction Strategy Papers (PRSPs). One delegation asked if the Common Country Assessment (CCA) was needed in a country that had a PRSP. Several delegations were pleased to note that in many countries the CCA had replaced the Fund's Country Population Assessment (CPA). A number of delegations called on UNFPA to increase its involvement in sector-wide approaches (SWAps). One delegation urged UNFPA to bring its essential policy inputs and experience to the table when health or education SWAps were being formulated and elaborated. The delegation encouraged UNFPA to take advantage of the advocacy and policy development opportunities offered by SWAps.

26. A number of delegations were pleased to note the work undertaken by the Global Initiative on Reproductive Health Commodity Management and welcomed the Fund's leadership role in promoting a secure supply of reproductive health commodities. A number of delegations encouraged UNFPA to regularize the staff currently allocated to the initiative. One delegation noted that it was pleased that UNFPA had taken the Executive Board's suggestion to include in all new country programmes submitted to the Board a section on reproductive health commodity needs and plans for meeting those needs. Another delegation observed that the global initiative was not sufficiently reflected in the core work of many UNFPA country programmes. The delegation looked forward to the strategy paper being prepared for the consultative meeting scheduled to take place in September 2000 and renewed its offer to provide support and assistance in the preparation of the strategy.

27. In her response, the Executive Director thanked the members of the Executive Board for their positive comments on the work of UNFPA and on her leadership of the Fund. She greatly appreciated the Board's support and congratulatory remarks, particularly on the work of the UNFPA staff.

28. She thanked the Executive Board members for the appreciation they had expressed regarding the special event on adolescent reproductive health and for their active and engaged participation in the discussion. She noted that governments had been very open to and supportive of the work of UNFPA in the sensitive area of adolescent reproductive health. She said that the organization of the special event, in itself, marked the great progress that had been made in addressing adolescent reproductive health issues. She reiterated the comment she had made during the panel discussion, namely, that schoolteachers must fulfil their moral and professional duty towards their students and that no criminal activities of any kind should be condoned for any reason. She underscored the importance of changing attitudes to ensure and safeguard the health and well-being of young people. She concurred that advocacy was essential and urged the Board to continue to support advocacy and to ensure that consistent messages on reproductive health and other key issues emanated from the governing bodies of the United Nations funds and programmes and specialized agencies, including UNICEF, WHO and ILO.

29. Regarding the decline in the proportion of resources for advocacy, she pointed out that some advocacy activities were included under reproductive health; also, some of the decrease in resources for advocacy resulted from an increase in resources for reproductive health. She underscored that UNFPA attached great importance to advocacy. With regard to the decline in resources for category A countries, she observed that while there had been a decline in absolute terms, the trend indicated increasing amounts for those countries in percentage terms.

30. With reference to the structure of future annual reports, she noted that the MYFF process would be implemented over a period of time. She observed that capacity had to be built both within the Fund and at country level to collect data from national systems and to monitor programme results, adding that data systems and monitoring systems constituted one key area that needed strengthening. In some countries, data systems were weak and/or data were not collected on an annual basis. She noted that technical assistance should be provided not just from UNFPA but also from other donors. She observed that all the UNFPA country programmes recently approved by the Executive Board did contain quantitative and qualitative goals. She pointed out that UNFPA was institutionalizing results-based management throughout the organization and operationalizing the MYFF. Results-based management would be introduced in all new country programmes and retroactively introduced in all country programmes approved during the last three years.

31. Concerning reproductive health commodity security, she noted that UNFPA attached high importance to meeting the need for contraceptives and other

reproductive health commodities. She appreciated the offer by one delegation to assist in that area. She noted that UNFPA Country Technical Services Team (CST) advisers and UNAIDS advisers would also assist in the area of logistics management of commodities. She welcomed any suggestions that Executive Board members might wish to offer.

32. Regarding the private sector initiative, she noted that UNFPA was seeking to promote public-private partnerships in a number of countries, including in Egypt and India. Social marketing was strong in India and Pakistan, as well as in Albania, Burkina Faso and Egypt. She noted that the private sector initiative would be reviewed in early 2001.

33. The Executive Director agreed that the World Bank's Comprehensive Development Framework was not a mechanism of the United Nations system and pointed out that the World Bank was being encouraged to use the CCA, which was under the leadership of national governments. She explained that UNFPA only undertook a CPA exercise in cases where the CCA had not adequately covered the core programme areas of the Fund. She observed that the PRSPs could not replace the CCA, as they were available only in a few countries. She noted that the burden on UNFPA country offices had increased due to the requirements of numerous monitoring and reporting mechanisms, and underscored the need to rationalize and streamline reporting requirements.

34. She noted that the Fund's annual AIDS Update, which highlighted the work of UNFPA in the area of HIV/AIDS prevention, was available in the conference room. She observed that UNFPA had a strong partnership with UNAIDS. This was borne out in a recent UNAIDS review of its work with UNFPA, in which UNAIDS had commented very positively on the partnership with UNFPA. UNAIDS had provided advisers who were attached to each of the UNFPA CSTs.

35. She stated that in the area of maternal mortality reduction and safe motherhood UNFPA worked closely with WHO, UNICEF and the World Bank. The UNFPA country offices had been instructed to develop a coordinated action plan with partners in the field. She noted that UNIFEM was an important partner of UNFPA, including in the Fund's Technical Advisory Programme.

36. She concurred that SWAps were an important modality and indicated that the Fund's initial reluctance to participate in them arose from the fact that reproductive health was not included in the health guidelines. However, following the Fund's discussions with the World Bank, reproductive health had now been included in the guidelines.

37. Concerning the involvement of traditional and religious leaders in promoting population and reproductive health issues, she noted that successful work had been undertaken with religious leaders in the Islamic Republic of Iran and in other

Muslim countries. She stressed the need to stay open to dialogue and partnerships with religious and traditional leaders.

38. The Executive Director thanked the Government of the Netherlands for its support and the contributions it had announced, as well as a number of other donor countries for the increase in their contributions. She urged other donors to follow suit and noted that the decline in resources was having a negative impact on programme momentum and on countries' progress in achieving ICPD goals.

39. The Executive Board took note of the Report of the Executive Director for 1999, as contained in documentsDP/FPA/2000/8 (Part I), (Part I, Add.1), (Part II), (Part II, Corr.1) and (Part III).

III. ICPD+5

40. The Executive Board had before it document DP/FPA/2000/9, a report entitled "Future directions of UNFPA in light of the outcome of the five-year review of the International Conference on Population and Development (ICPD+5)", submitted in response to decision 99/18.

41. In introducing the report, the Executive Director noted that it dealt with the substance of the Fund's work. She observed that at the third regular session 2000 the Executive Board would have before it a report reviewing the Fund's resource allocation system. She made the general point that UNFPA would continue to maintain a balance between the scope of support and the availability of resources. She noted that the report (DP/FPA/2000/9) had been prepared on a close parallel track with the multi-year funding framework (MYFF) in order to ensure a unified and complementary approach. The three programme priority areas agreed by the Board shortly after the ICPD were clearly reflected in the goals selected for the MYFF, and the MYFF also identified advocacy as a major strategy to achieve the proposed results.

42. She observed that within the Fund's overall mandate, UNFPA was responding to major challenges still remaining in the implementation of the ICPD Programme of Action, which were identified in the ICPD+5 review process. This included: the lack of reliable data and indicators to identify needs and priorities to plan effective programmes; insufficient financial resources; the increasing problems of adolescents such as unwanted pregnancies and HIV infection, and the sensitivity concerning adolescent reproductive health in a number of countries; insufficient technical capacity at national level; the still to be achieved full involvement of civil society and the private sector; continuing gender inequality; unacceptably high levels of maternal mortality; the worsening of the HIV/AIDS epidemic; and continuing political instability and emergency situations throughout the world. She stated that global trends in demographic and reproductive behaviour patterns had obliged UNFPA to put greater emphasis on a number of issues, including: a life-cycle approach taking account of the lengthening of the reproductive cycle, though reproduction itself was becoming increasingly compacted into a shorter period of time; adolescents, since they now represented the largest ever cohort, and their needs for reproductive and sexual health continued to grow; population ageing, already a concern in industrialized countries, and increasingly becoming a concern in many developing countries; and migration and urbanization, and its social and economic consequences.

43. She noted the need for UNFPA to take account of trends in health sector reform and sector-wide approaches (SWAps) in order to ensure that reproductive health information and services were integral components of those processes; to ensure that the Fund's support to reproductive health programmes was part of the overall strengthening of basic health systems; and to ensure that such processes also strengthened logistics management, and health information and data systems for programme management and monitoring. Experience in a number of countries

showed that health sector reform and the broadening of the reproductive health agenda had broadly compatible aims and objectives.

44. In reflecting on the Fund's future role against that backdrop, UNFPA had come to two main conclusions. First, that the three core programme priority areas of reproductive health, including family planning and sexual health; population and development strategies; and advocacy, remained valid. At the same time, there was a need to sharpen the focus of the Fund's work within those areas to more effectively assist countries in responding to the challenges of the ICPD and the ICPD+5 and in meeting the agreed goals and benchmarks. Secondly, there was a need to strengthen the linkages between the three core programme areas, so that they became more mutually reinforcing. The Fund's support would continue to focus on and respond to the priorities and needs of countries. Support would be provided in accordance with the principles and objectives of the ICPD Programme of Action, which had been reaffirmed in the resolution adopted by the General Assembly at the special session on ICPD+5.

45. The Executive Director then briefly discussed each programme priority area in turn, giving an overview of the Fund's proposed focus and strategy. Referring to the issue of working arrangements and partnerships, she noted that the report provided an overview of the wide variety of arrangements and mechanisms through which UNFPA sought to achieve its results, including global and country level mechanisms, both with United Nations system partners, and with the broader group of development community partners. She stated that the Fund's fundamental objective was to harmonize its work, to maximize coordination and collaboration, and to incorporate population and development issues into the overall context and content of development processes.

46. She observed that in some areas UNFPA would clearly take the lead, for example, in assisting Governments in the overall operationalization of reproductive health programmes, and in ensuring reproductive health commodity security. In other areas, such as HIV/AIDS, UNFPA would play its specific role under the overall framework, and technical and policy guidance provided by UNAIDS. UNFPA would continue to look to WHO to provide the overall policy framework for health and health systems development, and to provide the specific standards, technical guidance, technical tools, and norms for all aspects of reproductive health. In the area of maternal mortality and morbidity reduction, UNFPA would work within the overall framework agreed between UNFPA, WHO, UNICEF and the World Bank. On gender issues, the Fund would continue to work with a number of partners, particularly UNIFEM, with whom UNFPA collaborated on a number of global advocacy issues. In the area of population and development policies and strategies, UNFPA would continue to work in close partnership with its United Nations partners, particularly with the United Nations Population and Statistics Divisions. To increase programme effectiveness and efficiency, UNFPA would devote increased attention to developing knowledge bases in all areas of its work, and sharing information through new information technologies and South-South mechanisms.

47. During the ensuing discussion, several delegations expressed their appreciation for the documentation and noted that the report (DP/FPA/2000/9) clearly set forth the priority aims and areas of the Fund's work. Numerous delegations were pleased to endorse the Fund's three core programme priority areas and the substantive focus within each area. A number of delegations stated that the Fund's specific priorities and role needed to be spelled out more clearly. One delegation pointed out that choices needed to be made about where and how best UNFPA could obtain maximum impact in order for available resources to be used most effectively. A number of delegations stressed the need to strengthen linkages between the programme priority areas and asked how that would be achieved. One delegation cautioned that while flexibility was important it was necessary to ensure that it did not lead to a loss of focus. Numerous delegations appreciated the focus on youth and adolescents and also welcomed the emphasis on MYFF. A number of delegations stated that future reporting on follow-up to ICPD+5 should be included in the results-oriented annual report of the MYFF. One delegation noted that it was not clear how the report (DP/FPA/2000/9) related to the MYFF and recommended that the linkages be spelled out more clearly Several delegations underscored the importance of placing greater emphasis on advocacy. Several delegations emphasized the important role of UNFPA in the areas of maternal mortality reduction and HIV/AIDS prevention. Numerous delegations underscored that UNFPA had a key role to play in assisting countries in reaching the goals of ICPD and ICPD+5. Several delegations stressed the need to increase funding for UNFPA, noting that otherwise it would be difficult for programme countries to achieve the ICPD+5 goals and benchmarks. Several delegations expressed appreciation for the support provided by UNFPA and commended the work undertaken by the Fund in their respective countries.

48. One delegation underscored that it would like UNFPA to focus its future activities on two key areas where it had a solid comparative advantage: the delivery of commodities and related reproductive health services, especially those related to HIV/AIDS prevention; and advocacy to continue raising awareness about the importance of ICPD and ICPD+5 goals. The delegation stated that UNFPA should not use its own financial resources to support research and development of new contraceptive methods. Instead, the Fund should use its comparative advantage to advocate for others to fund such work. Another delegation stated that UNFPA should provide support to countries that would like to undertake research and improve family planning methods. The delegation added that support should also be provided for data collection, research and policy development on issues related to ageing.

49. One delegation emphasized the need to focus attention on the forgotten group of young married girls. The delegation underscored that they needed the same support as unmarried adolescents with regard to reproductive health information and services. Another delegation urged UNFPA to further integrate HIV/AIDS prevention in its work, and renewed its offer to further its dialogue with the Fund on that matter. The delegation underscored the importance of supporting

male involvement in reproductive health and urged the Fund to focus greater attention on changing male behaviour in order to prevent HIV/AIDS.

50. One delegation called attention to the many population problems confronting its country, including an acute decline in population, particularly in rural areas; declining health of the population; increased morbidity among adolescents; and decreasing employment for women. The delegation underscored the need for cooperation from the international community in addressing those problems.

51. One delegation, speaking also on behalf of another delegation, stressed that UNFPA should play a lead role in lowering maternal mortality, including through ensuring access to family planning and post-abortion care. The delegation added that in the area of HIV/AIDS the Fund should intensify its role in enabling countries to plan, secure and promote products, in particular condoms, that help to protect against infection. The delegation emphasized the need to focus greater attention on reproductive health commodity security, and renewed its offer to take that role forward. The delegation noted that it had expected the report (DP/FPA/2000/9) to have further information on the human resource requirements and organizational and structural issues that faced the Fund as it carried out its leadership role in assisting countries in implementing the goals of ICPD and ICPD+5.

52. One delegation, while noting that SWAps were becoming increasingly important in many programme countries, urged UNFPA to ensure that it played an active role in SWAps, including ensuring that UNFPA advice and expertise were available to governments when crucial decisions were being made about future policy in the Fund's area of expertise.

53. One delegation stated that elimination of violence against women was a precondition for progress. The delegation underscored the need to empower women and eradicate discrimination against women and girls. Another delegation asked for information regarding how UNFPA would translate into action its focus on eliminating traditional practices that were harmful to women and girls. The delegation also asked to know how the Fund would support data collection and policy research and analysis on emerging population issues.

54. One delegation highlighted the need for UNFPA to assist programme countries in grappling with the issues associated with ageing populations on the one hand, and the increasing period of sexual maturity for young people, before marriage and family-formation commenced. Referring to paragraph 63 of the report (DP/FPA/2000/9), the delegation stated that it was puzzled to note that UNFPA would promote access to new communication technologies. The delegation asked what strategic use of such technologies was foreseen by the Fund. The same delegation also cautioned against the use of terminology that implied the acceptance of the World Bank's Comprehensive Development Framework (CDF), which remained a pilot framework. Another delegation encouraged UNFPA to take into

account the World Bank's CDF and Poverty Reduction Strategy Papers (PRSPs) and recommended that the Fund use the circular system for timely sharing of information between headquarters and the country offices. The delegation wondered if the Fund's participation in PRSPs would greatly increase the burden on country offices and if additional personnel and resources would be required.

55. In her response the Executive Director thanked the delegations for their comments and questions. She observed that several of the comments had referred to adolescents, male involvement, and HIV/AIDS prevention. She took note of the important comment highlighting the need to address the reproductive health needs of married adolescents. She stated that while the reproductive health concept had gained broad acceptance following ICPD and ICPD+5, greater attention needed to be focused on the reproductive health needs of adolescents. She pointed out that in South Asia most girls were in marriage. She added that while it may not be possible to prevent all early marriages, more work could certainly be done on early pregnancy prevention. She noted that in a number of countries with high rates of contraceptive prevalence, maternal mortality still remained very high. That indicated that there was a need to address adolescent reproductive health. With reference to maternal mortality, she also underlined the need to reduce anaemia and undertake advocacy to promote birth spacing. Regarding addressing the complications of unsafe abortion, she noted that WHO provided the technical norms. She noted that the Bill and Melinda Gates Foundation had provided a grant to Columbia University for maternal mortality reduction and that UNFPA was collaborating with Columbia University in the implementation of various activities at country and global levels.

56. With regard to HIV/AIDS, she stressed that protection was of central importance in prevention strategies, including changes in behaviour, particularly male behaviour. She noted that the incidence of HIV was higher among girls/women than among boys/men, and specific attention should be focused on reaching young girls through HIV/AIDS prevention strategies. Concerning CDF and PRSPs, she noted that the Fund was aware that they were not United Nations system exercises. However, the issues needed to be discussed in an open manner as they concerned all programme countries and donor countries. Regarding fundraising, she noted that efforts were under way also at country level. However, more needed to be done in that regard with the private sector. She observed that at a recent meeting of private foundations she had learned that such foundations were providing approximately $300 million a year for funding population programmes. At the meeting, the foundations had expressed keen interest in having access to UNFPA, to its expertise and knowledge in the area of reproductive health and had requested the Fund's help in identifying programmes for funding. She added that UNFPA had already begun work in that regard with the David and Lucile Packard Foundation. She noted that private sector partnerships were being explored in a number of countries, including Egypt, India and Thailand.

57. Regarding the recommendation of one delegation that UNFPA not fund contraceptive research and development, she stated that it was a logical

recommendation and noted the need for the private sector to increase investment in that area. However, there were some areas where research was very useful to countries and to the Fund, particularly, for example, research on the effectiveness and safety of contraceptives. She concurred that UNFPA should play a lead role in advocacy for achieving ICPD and ICPD+5 goals and benchmarks. She observed that in the area of population and development strategies, emphasis would be placed on promoting an enabling environment and on supporting data systems. On the subject of the elimination of harmful traditional practices, she noted that UNFPA had supported much work on eliminating female genital mutilation (FGM). She added that 17 countries had passed laws to ban FGM. She noted that in Kenya, UNFPA had worked successfully with local populations and United Nations partners to address FGM. She pointed out that UNFPA had organized a regional conference involving 28 countries to discuss how various harmful traditional practices should be addressed. She noted that in some countries advocacy was directed towards governments to bring about change. Regarding the question on the requirements of various coordination mechanisms, she observed that a great deal of the burden fell on country offices and it was important to increase staff resources in the field, wherever possible. She concluded by reaffirming that UNFPA support was provided in response to programme country priorities and needs and in accordance with the principles of the ICPD Programme of Action.

58. Before adopting the following decision, in response to one delegation's query, it was clarified that the term "programme country" referred to "recipient country".

59. The Executive Board adopted the following decision:

2000/11
Future programme directions of UNFPA in light of the outcome of the ICPD+5

The Executive Board

1. *Takes note* of document DP/FPA/2000/9 and of the views expressed thereon at the annual session 2000;

2. *Endorses* the continuing use of UNFPA's three core programme areas: reproductive health, including family planning and sexual health; population and development strategies; and advocacy;

3. *Emphasizes* that UNFPA support should be focused on meeting the priority needs as identified by programme countries within the three core programme areas;

4. *Endorses* the proposed substantive focus within each core programme area as set forth in document DP/FPA/2000/9, and in particular encourages UNFPA to:

(a) Fulfil its leadership role as an advocate at global and national levels for reproductive health, population and development issues, and actions agreed at the International Conference on Population and Development (ICPD) and at the twenty-first special session of the General Assembly on the ICPD+5;

(b) Help to ensure that ICPD goals and ICPD+5 benchmarks of particular concern to UNFPA are achieved, through its role in:

(i) Supporting development of population and development strategies, and helping to strengthen national capacity for data systems, analysis and population policy formulation, including for tracking progress in reproductive health and other key national population indicators;

(ii) Leading and supporting action on reproductive health, including family planning and sexual health, effective measures in the areas of maternal and adolescent reproductive health, prevention of sexually transmitted diseases, including HIV/AIDS, and reproductive health commodity security;

(iii) Advocating these goals and benchmarks with the aim of moving reproductive health up on the development agenda and of promoting policy changes as appropriate;

(iv) Working under the leadership of concerned programme country governments and in consultation with other development partners to ensure that population and development issues and reproductive health are properly addressed and coordinated in country-level programmes, including sector-wide approaches in health, education and other sectors, and other appropriate development assistance efforts;

5. *Endorses* the Fund's overall approach to collaboration and coordination within the United Nations system, and with other relevant stakeholders and organizations, and at the country level under the leadership of the concerned programme country government;

6. *Requests* the Executive Director to reflect and take account of the priorities outlined in the present decision in developing and refining the multi-year funding framework, as requested by the Executive Board in its decision 2000/9;

7. *Notes* with grave concern the financial situation facing UNFPA in fulfilling its leadership role as outlined above and the critical need for increased mobilization of resources from all sources, particularly from bilateral donors, the private sector, foundations and other appropriate sources.

16 June 2000

IV. Evaluation

60. The Executive Board had before it the periodic report on evaluation (DP/FPA/2000/10) submitted in response to Governing Council decisions 82/20 and 90/35 and Executive Board decision 98/12.

61. In introducing the report, the Deputy Executive Director (Programme) noted that the periodic report on evaluation (DP/FPA/2000/10) provided information on the findings, lessons learned and the uses of various types of evaluations of UNFPA-supported programmes and initiatives to improve monitoring and evaluation. She noted that the evaluation function at UNFPA was decentralized to programme management units. Country offices managed the evaluation of country level programmes while the evaluations of intercountry programmes were managed by the concerned Geographic Division or the Technical and Policy Division. The Office of Oversight and Evaluation (OOE) managed ad hoc independent evaluations, usually of a global nature, and served as the locus for development of monitoring and evaluation guidelines, methodologies and tools. She observed that a total of 316 projects in 103 countries were evaluated in the biennium 1998-1999. In addition to formal evaluations, all components of UNFPA-funded country programmes were subject to internal reviews annually and the country programme mid-term review.

62. She stated that UNFPA recognized that good monitoring and evaluation practices underpinned the results-based management (RBM) approach and were the cornerstone of an effective accountability framework. She summarized a number of initiatives undertaken by UNFPA to strengthen the monitoring and evaluation of UNFPA-supported programmes, including the establishment of an evaluation network; a review of current programme guidelines; and the preparation of a tool kit for monitoring and evaluation. She noted that UNFPA networked actively with other United Nations organizations on evaluation matters and promoted interagency collaboration. UNFPA had contributed substantively to the work of the newly established UNDP Evaluation Network. In 1999, a UNFPA officer led a mission to evaluate a UNDP-funded project. The Deputy Executive Director (Programme) noted that since 1999 UNFPA had been posting the findings of thematic evaluations on the UNFPA web site.

63. During the discussion, several delegations were pleased to note that evaluation findings were now available on the UNFPA web site. One delegation noted that the evaluation results and the lessons learned had not been expressed coherently in the report under consideration (DP/FPA/2000/10) and suggested that next year's report should be more analytical with tables included for each cross-cutting issue, delineating the positive and negative evaluation findings. In addition, recommendations should be provided on how to improve the negative findings. The delegation observed that given the adoption of a multi-year funding framework (MYFF) and a RBM approach, monitoring and evaluation would be critical tools for UNFPA to measure results. Noting that the existing evaluation guidelines did not respond to the RBM approach, the same delegation asked if UNFPA planned to modify the guidelines to bring them in line with the MYFF and the RBM approach.

64. Another delegation expressed concern that of the 29 country programmes that had ended during the period 1998-1999, only 9 had been evaluated, all of them in the Asia and Pacific region. The delegation asked why there had been such a low rate of compliance and why the evaluations had only been undertaken in one region and not the others. The same delegation also asked why end-of-cycle evaluations of intercountry programmes were not required, particularly since some intercountry programmes in the past had given rise to questions at the Executive Board sessions. With regard to the objectivity of evaluations, the delegation wondered if some time in the future it might be conceivable to undertake evaluations through regional offices to enable greater distance and objectivity.

65. One delegation, while noting that the well-written report had been exciting reading, stated that the results from the internal and external evaluations would be critical in view of the MYFF and the RBM approach. Underscoring the importance of the new developments in information technology, including the increase in electronic/Internet communications in recent years, the delegation stated that there was a need for short and clear messages relating to population and development issues. The delegation encouraged UNFPA to make further use of electronic means of communication to enhance its advocacy role in the area of population and development, including reproductive health. The same delegation stressed the importance of mainstreaming gender aspects in all development programmes and urged all development partners to strengthen their work in promoting gender equality. The delegation also asked UNFPA to elaborate on its conclusions on gender issues and the measures it planned to take in addressing them. Noting that strengthening national capacity was a necessity for successful programme implementation, the delegation recognized the Fund's critical role in national capacity building and encouraged UNFPA to foster participatory approaches to increase the sense of ownership at country level and to actively support governments in taking the lead in setting the national development agenda. The delegation supported the decentralization efforts undertaken by UNFPA to strengthen the capacity of its country offices. The delegation stated that the country offices should primarily engage local expertise to monitor programme implementation. The delegation asked to know more on the Fund's thinking about the sector-wide approach (SWAp).

66. One delegation, speaking also on behalf of two other delegations, underscored that evaluations were a vital part of the UNFPA programming cycle. The delegations noted that the report contained useful information on a number of issues that had been raised at the Fund's special event panel discussion on adolescent reproductive health held on the opening day of the Executive Board's annual session 2000, including the importance of forging links with traditional and religious groups; peer counselling; youth involvement in projects; and coordinated approaches to emergency assistance. The delegations observed that the reports would have benefited by elucidating how programme successes and failures were identified; how successful approaches were integrated into ongoing work; and how less successful activities were improved. The delegations stressed the importance of the end-of-programme evaluation exercise and asked why only 9 out of 29 country

programmes had carried out such exercises in 1998-1999. The delegations stated that use of the logical framework (logframe) would help to improve the evaluations undertaken by UNFPA as the logframe offered a systematic results-focused framework for analysing programme/project success. The delegations noted that the ROAR would rely on results-based evaluation of the work of UNFPA. The delegations emphasized that evaluation activities should be streamlined and coordinated so as not to overburden country offices with reporting duties.

67. One delegation, speaking also on behalf of another delegation, noted that the numerous illustrative results included in the evaluation report (DP/FPA/2000/10) provided a good sampling of the many challenges country programmes encountered. The delegations hoped that future evaluations would emphasize the following key components: results achieved; potential for sustainability; effective utilization of resources; and appropriateness of design for meeting expectations. The delegations noted that they had found several elements of the report troubling: only one third of the country programmes that ended during 1998-1999 were in compliance with the Fund's evaluation requirement; several elements of decision 98/12 had not been addressed, for example, there was no significant improvement in the analytical content of the report, and the annex on evaluation compliance requested by the Executive Board in decision 98/12 had not been provided. The delegations stated that they would prefer a synthesis of evaluation findings and how the findings would inform future strategies, programme design and management decisions. The delegations urged UNFPA to share the lessons learned with its partners and to promote their use. The delegations encouraged UNFPA to use existing practical aids and guides for its monitoring and evaluation tool kit, rather than have the evaluation network spend time developing them. For example, the Performance Review Branch of the Canadian International Development Agency (CIDA) had developed a series of information tools on evaluation as part of its initiative to link performance to development and CIDA would be pleased to provide those tools to UNFPA.

68. One delegation referring to paragraphs 49 and 50 of the report (DP/FPA/2000/10) endorsed the findings that projects in the area of gender equality should also focus on men and that greater attention should be given to identifying and meeting unmet needs for information among target audiences. The delegation stated that it was perplexed by the contents of paragraph 65 of the report and noted that it would prefer that such terms as "emerging donor trends" be avoided. The delegation categorically refused to accept such trends which would promote a culture of control instead of a culture of decentralization and respect for national priorities. Referring to paragraph 67 of the report, the delegation asked that a copy of the synthesis of the seven country case studies be made available to it for review and requested that dissemination of that report to the media be held in abeyance until such time as the members of the Executive Board had had an opportunity to review and discuss it.

69. One delegation noted that it attached great importance to evaluations as they were an essential tool for understanding the Fund's successes and failures and the

reasons for them. The delegation stated it had expected that those issues would be discussed more thoroughly and analytically with a clear delineation of conclusions, recommendations and subsequent changes in programme. The delegation welcomed the posting of evaluation reports on the UNFPA web site and underscored that it was very important to know what conclusions UNFPA drew from the evaluations and how the lessons learned were institutionalized. The delegation encouraged the use of the Internet to disseminate that information to country offices and asked how many UNFPA country offices had Internet access. In the interest of reducing the reporting work load of UNFPA, the delegation supported the idea of folding the evaluation report into the results-oriented annual report.

70. One delegation welcomed the rich mix of evaluation findings and noted that the report could be enhanced by including analysis on how the findings and lessons learned had influenced programme design and strategy. The delegation noted that the thematic evaluation of UNFPA-supported safe motherhood strategies had drawn important conclusions but they had not been fully reflected in the present report (DP/FPA/2000/10) nor in the report on the future programme directions of UNFPA in light of the outcome of the five-year review of the International Conference on Population and Development (ICPD+5), in document DP/FPA/2000/9. The delegation observed that it would have liked more analysis on the Fund's role and comparative advantage in supporting HIV/AIDS-prevention activities in sub-Saharan Africa. The delegation underscored that the evaluation findings and recommendations should inform and guide future programme implementation in light of the ICPD+5 review.

71. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments. She noted that the UNFPA country offices were responsible for organizing the evaluations but did not conduct them themselves as external assessors were used to obtain an independent view. She noted that in the past evaluations had not been a requirement for all programmes/projects. As regards monitoring, she clarified that international experts were not hired to undertake monitoring though occasionally use might be made of the UNFPA Country Technical Services Teams (CSTs). She observed that gender mainstreaming was not an easy process, however, UNFPA had come a long way in its work in that area. The Fund was undertaking gender training with UNIFEM and also supported advocacy training for its own staff and national staff. She noted that it was important to undertake such work with the Fund's development partners. She emphasized that the Executive Director and UNFPA always stressed the importance of gender equity and equality and the need for gender mainstreaming and the Fund kept improving its guidelines on addressing those issues. With reference to connectivity, she noted that almost all UNFPA country offices had access to e-mail and about two thirds of the offices had access to the Internet. Meanwhile, the Fund was seeking to expand access to the Intranet. She assured the delegation that had asked for a copy of the report on a multi-country study that it would be made available, and that the findings of such studies were not released to the media prior to review by the Executive Board members. She noted that UNFPA was examining how to incorporate SWAps in its work and hoped to have some practical tool kits towards that end.

72. The Evaluation Officer, OOE, thanked the Executive Board members for their useful comments and questions. Responding to the queries concerning the low compliance rate for evaluations during the past year, she noted that the country offices were overburdened and had been unable to give sufficient attention to the evaluation of country programmes. She noted that OOE was revising the guidelines for evaluations and would provide different options for undertaking evaluations at various stages of programme implementation rather than only focusing on a comprehensive end-of-programme evaluation. She noted that an evaluation tool kit was being developed and would be incorporated in the training to be offered at country level, later in the year. She assured the Board members that at the country level all the findings and results of evaluations were used to design and develop programmes. She added that based on the results of evaluations work was under way to develop strategies to address policy issues. However, that process took time. She thanked CIDA for the publications it had shared with UNFPA and she assured the Board members that the Fund was not reinventing tools that already existed. She noted that the Fund would explore various options to make future reports more analytical.

73. The Executive Board took note of the periodic report on evaluation (DP/FPA/2000/10).

V. Information and communication strategy

74. In response to decision 97/13, the Director, Information and External Relations Division (IERD), presented an oral report on the Fund's information and communication strategy to the Executive Board. The oral report was accompanied by a power point presentation. The Director noted that 1999 had been an unusually busy year for UNFPA. It had also been the most productive year in the Fund's history, with a high number of information and communication activities undertaken in support of the five-year review of the International Conference on Population and Development (ICPD+5); the International Hague Forum; four preparatory committee meetings; the twenty-first special session of the United Nations General Assembly on ICPD+5; the Day of Six Billion; the 30th anniversary of UNFPA; and two regular annual events, namely, World Population Day and the launch of the report on The State of World Population. He noted that the ICPD+5 process had been supported by contributions from several Governments and private foundations. He expressed the Fund's sincere thanks to all of them. In the course of his presentation, he reviewed events, activities, results and impact, as well as constraints, lessons learned, and opportunities for the future.

75. The Director, IERD, noted that the goals of the UNFPA information and communication strategy remained the same as articulated in document DP/FPA/1997/8. At all levels, UNFPA sought to: increase awareness and understanding of the role and relevance of population in the development process and to build support for the activities of UNFPA; build support for the ICPD Programme of Action; and mobilize resources based on the consensus reached in Cairo in 1994. Also, at the country level, the Fund sought to build national capacity in the areas of population information and communication for reproductive health, population and development strategies, and advocacy, including for laws and legislation that would help create an enabling environment for population and development. The overall strategy was to enhance the Fund's institutional capability to present its messages effectively at all levels using the best and most cost efficient media possible. At the international level the Fund's strategy had focused on developing a government, parliamentary and public constituency for population and reproductive health programmes and for public and private funding. At the country level the strategy focused on advocacy to enhance programme implementation; to incorporate population into all development plans and policies; to make population and UNFPA visible at all levels; and to collaborate with other agencies and organizations of the United Nations system, civil society, including non-governmental organizations (NGOs), and donor agencies.

76. He observed that the results and impact of the UNFPA information and communication strategy could be seen in the worldwide coverage of population and development issues; public awareness; population and reproductive health policies and laws and legislation; national support for UNFPA programmes; involvement of civil society, NGOs, private sector and other development partners; web site visits; public service announcements; engaged local press; excellent editorials; sensitized journalists on population and development issues; growing recognition of the need for reproductive health assistance; and donor interest in funding.

77. The Director, IERD, noted that key lessons learned included the following: address sensitive issues forthrightly; rely on the validity of UNFPA programmes; create different messages to meet the needs of different audiences, use the most relevant media; do not take audiences in donor countries for granted. With regard to future plans, he noted that UNFPA would continue to build on its success and would address population and reproductive health issues more openly. UNFPA was recognized as a global leader in advocating policy improvements for reproductive health, reproductive rights, adolescent reproductive health, women's empowerment, gender equity and equality, and population and development strategies. He stated that in sharpening its information and communication strategy, the Fund would focus greater attention on cheaper more varied information technology; training; audience segmentation; and stronger partnerships with civil society, including NGOs, the private sector and other development partners. He pointed out that the constraints faced by UNFPA included: lack of adequate staff; need for additional staff training; inadequate funding; and a vocal, well-funded opposition that misrepresented and distorted the truth about the Fund's work.

78. He observed that UNFPA, in spite of its staffing and financial constraints, was doing its best to deliver results. With the adoption of the MYFF and results-based management, the Fund sought to be as efficient as possible. It was exploring all avenues in its search for resources and the U.S. Committee for UNFPA was seeking funds, inter alia, through shopping via the web. The Director, IERD, called on the Executive Board to help UNFPA: by using the tools that were already working and producing results, for example, the Face-to-Face Campaign, UNFPA Goodwill Ambassadors, the report on The State of World Population, by mobilizing resources so that the Fund could respond to needs and opportunities; and by promoting the Fund's good work to political leaders and the public. He invited members of the Executive Board to learn more about the work of UNFPA by meeting with the Fund's staff; going on field visits; reading UNFPA publications; visiting the Fund's web site; and sharing their feedback with the Fund. In conclusion, he noted that ultimately the goal was to save and improve lives, to help create opportunities and an enabling environment for all people, especially women, to reach their full potential so that they could enjoy a healthy and productive life.

79. Several delegations expressed their appreciation for the interesting and informative report and power point presentation. One delegation appreciated the resource orientation of the report. The same delegation stated that it would be useful if UNFPA could inform the Executive Board members every time a new item was posted on the UNFPA web site. Another delegation thanked UNFPA for an exciting presentation and noted that it had found the Fund's flagship publication the report on The State of World Population 1999 very useful, particularly when a number of questions about population had come up within the Government. The delegation asked what UNFPA perceived to be the linkage between communication strategies and behaviour change.

80. The Director, IERD, thanked the delegations for their comments and questions. He noted that it was very difficult to measure the success of communication strategies and campaigns and it was equally difficult to measure behaviour change and/or attribute it to particular communication strategies or campaigns. UNFPA always sought to be culturally sensitive in shaping its information and communication strategies and campaigns. The Fund provided information on benefits -- it did not seek to tell people what to do. He informed the Executive Board about the meeting of the Fund's Face-to-Face campaign which would take place in Geneva from 26 to 27 June, and would bring together all UNFPA Goodwill Ambassadors and several NGO and foundation partners. With regard to the UNFPA web site, he noted that new items were posted almost on a daily basis and it would be useful for all interested readers to check the web site at least once a week.

81. The Executive Board took note of the oral report on the UNFPA information and communication strategy.

VI. UNFPA programming process

82. The Executive Board had before it a document entitled "UNFPA country programming approval process" (DP/FPA/2000/11), submitted in response to decision 97/12.

83. In introducing the report the Deputy Executive Director (Programme) noted that it was the result of an in-depth review of the current programming processes of the Fund, with inputs from various sources, including a field survey and findings of the Policy Application Reviews and the country feasibility studies undertaken as part of the ongoing effort to shift towards a results-based approach. The wealth of information had guided UNFPA in assessing what aspects of the current programming approval process were working well and what aspects required further improvements. In reviewing the field survey results and other inputs, the Fund had been pleased to learn that the programme guidelines issued in 1997, taking into account decision 97/12, had been well received by users. The key principles for programme development had been effectively integrated into the programming process including, the promotion of national ownership of the programming process and the establishment of a participatory process involving key stakeholders in the assessment and formulation of the country programme. National ownership had clearly been strengthened under the new procedures. The UNFPA Country Population Assessment (CPA) was carried out by a national working group under the leadership of a national counterpart, instead of by an external mission, as in the past. The country programme was formulated by UNFPA in collaboration with the Government, in close consultation with all relevant partners. The current procedures were designed to be more inclusive of key stakeholders.

84. She noted that there were several opportunities for involvement in the programming process. Over the course of the CPA exercise inputs were sought from various sources at appropriate intervals and in-country meetings involving interested parties were organized to apprise them of the status of the CPA. At the end of the CPA exercise, an independent review was undertaken and an in-country briefing was held for key stakeholders. The CPA recommendations were shared with interested parties, including member states, upon request, as called for in decision 97/12. Clearly the process was much more inclusive compared to the arrangements in the past under the Programme Review and Strategy Development (PRSD) modality. However, UNFPA did recognize that it was not always evident to interested parties, when and how to secure their involvement in the process. UNFPA therefore proposed to undertake certain measures in order to ensure that all key stakeholders, including members of the Executive Board, were involved at key stages of the programming process as well as early in the process, so that their inputs might be taken into account in the formulation and finalization of the country programme document, prior to submission to the Executive Board.

85. The Deputy Executive Director (Programme) outlined the measures that would include posting the programme preparation plans of the Fund on the UNFPA web site to facilitate the systematic participation of stakeholders at various stages of

the programming process; establishing an in-country strategy meeting prior to preparing the country programme proposal; and ensuring that the current procedures, in particular those that offer opportunities for participation, were more strictly adhered to, such as broadening the membership in the CPA working group, conducting in-country briefings periodically and organizing an external review of the CPA. With those improvements, the Fund's country programming approval process would be the best available option, addressing all the major concerns, namely: to have a system which was inclusive and allowed the early involvement of key stakeholders in the programme development phase; to safeguard national ownership of the programming process; and to maintain an efficient and cost-effective arrangement which minimized the administrative burden on the Fund, both in the field and at headquarters. She noted that UNPFA would continue to make available the CPA recommendations to all member countries upon request and would ensure that any inputs received were taken into account in finalizing the country programme document. UNFPA also proposed to institutionalize informal briefings on the country programme proposal at headquarters for member states prior to its consideration by the Executive Board, with the assumption that any major programmatic concerns would have been addressed much earlier in the process. As regards harmonization efforts, she underscored that UNFPA would continue to play an active role in UNDG, and would pursue initiatives that promoted joint programming activities, while making every effort to further streamline programming guidelines and processes and reduce the administrative burden of those processes on all parties concerned, including the national counterpart. UNFPA would work with its UNDG partners towards strengthening the integration of the CPA exercise with the CCA and UNDAF.

86. During the discussion that followed numerous delegations praised the report for its clarity and lucid analysis that provided an objective evaluation of the arrangements currently in place. Numerous delegations were pleased to note that the survey had indicated that the CPA process was strengthening national ownership, building capacity and promoting cost efficiency. In particular, numerous delegations were pleased to note that the CPA process was more nationally owned than its predecessor the Programme Review and Strategy Development (PRSD) process. Several delegations were pleased to note that UNFPA would post programme preparation plans on its web site. A number of delegations encouraged UNFPA to integrate the CPA into the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) processes and emphasized that the CCA and UNDAF should fully reflect the core programme areas of UNFPA. Several delegations stated that UNFPA should seek to improve the country programme approval process in close collaboration with other United Nations Development Group (UNDG) partners. One delegation was pleased to note that good progress had been made on the issuance of a guidance note by UNDG on common definitions for programming processes and products; an agreement on joint mid-term reviews; and the harmonization of the biennial support budget presentation. The same delegation urged UNFPA to embark on identifying, in close collaboration with UNDG partners, common results and appropriate indicators to measure achievements in the context of the multi-year funding framework (MYFF) and results-based management. A number of delegations underscored the role of the Executive Boards of the various funds and programmes in providing consistent

guidance. Several delegations observed that UNDG should tackle the issue of how the Boards could be more fully engaged in the process. Numerous delegations spoke in favour of simplifying and reducing the reporting required and underscored that the respective Boards should harmonize their own decision-making. One delegation proposed that one of the forthcoming joint Executive Board meetings be devoted to discussing the issue of harmonization of programming processes. The delegation noted that the high-level segment of the Economic and Social Council would also be discussing the issue of harmonization and hopefully some guidance would emerge.

87. A number of delegations voiced the view that opportunities for effective Executive Board input in country programming plans needed to be strengthened. One delegation, recalling decision 97/12, stated that one main concern of the Executive Board had been to avoid micro-management while retaining oversight on the country programme approval process. However, the Board's role in that regard seemed marginalized. The delegation pointed out that maintaining the current system would not allow the Board an opportunity to influence the country programme. By comparison, the UNDP process was even more superficial, while the UNICEF process might create too great a burden for the Board and UNFPA. The delegation urged that the process be kept under review. Another delegation, while agreeing that the Board's oversight role seemed reduced, added that the principle of programme approval on a no-objection basis had inadvertently created a situation whereby if delegations requested a discussion of the programme it was almost considered a stigma. The delegation noted that not all member countries had representatives in programme countries to participate in field-level reviews and planning, and if they did, frequently, the views of the representatives in the field varied from the views of those in the capitals. The delegation supported the recommendation that the current process be kept under review. The delegation expressed satisfaction with the UNICEF process.

88. One delegation, speaking also on behalf of another delegation, stated that they had long worked under the assumption that the CCAs and UNDAFs must by definition adequately cover the core programme areas of all the funds and programmes. The delegations were therefore surprised to learn that some CCAs had not covered the Fund's core programme areas and that that in turn had necessitated CPAs. The delegations agreed that opportunities existed for UNFPA and other UNDG partners to cut out unnecessary reporting and documentation. The delegations urged avoiding duplication and expressed concern that development processes were becoming more important than the ultimate aim of assisting programme countries to develop their own plan into which multilateral and bilateral stakeholders could fit. The delegations stated that they were in favour of harmonization of programme cycles, but only if the harmonization took the partner government's planning cycle into account. The delegations supported the Fund's efforts to secure joint programming; the emphasis on building national capacity; and the focus on sector-wide approaches (SWAps).

89. One delegation, while noting that it was pleased to learn about the Fund's proposed improvements of the programme approval process, asked how the process

would fit in with the World Bank's poverty reduction strategy paper (PRSP). The delegation emphasized that the Fund's process should not become separate from national programme processes, such as SWAps. Another delegation, while noting that the programme approval process was too long, was pleased to learn that UNFPA had instructed its country offices to use CCA and UNDAF instead of CPA, unless the Fund's core programme areas were not covered by CCA and UNDAF. One delegation, while commenting on the limited involvement of member countries in the CPA exercise, wondered if it was due to inadequate contact with development partners at the country level.

90. One delegation, referring to paragraph 19 of the report (DP/FPA/2000/11), noted that it would have been useful to include information on how both the processes and outcomes had differed between those CPAs with more donor involvement and those with less, or between countries with working groups and those without. The delegation added that no reason had been provided for the low participation of the Bretton Woods institutions in the CPA process. The delegation emphasized streamlining efficiencies reflected in the CCA and UNDAF. The delegation requested that interested Executive Board members be made aware of new postings on the UNFPA web site through e-mail.

91. One delegation suggested looking at the merits of the UNICEF process and requested additional information on the steps taken by UNDG to strengthen the programme process procedures. Another delegation emphasized the need to ensure that the MYFF and the logical framework (logframe) were fully incorporated in the new programming directives. Furthermore, the logframe, MYFF and programme directives should strengthen each other and form a consistent whole that dovetailed with current strategic planning instruments of UNDAF. The delegation commended the Fund's open-minded commitment to United Nations reform, including its coordination of the UNDG Ad Hoc Group on Harmonization and Simplification.

92. One delegation noted that it was not always clear how it could participate in the country programme process, particularly at the field level where its own staff was limited and not necessarily composed of experts in the area of reproductive health. The delegation requested that the draft country programme proposal be made available to interested delegations at the same time that it was submitted to the UNFPA Programme Review Committee for approval, i.e., five months prior to the submission to the Executive Board for programme approval. That would allow interested delegations the opportunity to have the experts in their capitals review and comment on the draft proposal. The delegation also requested a sample logframe and a copy of the programme guideline established in 1997.

93. One delegation pointed out that one of the most important risks was the non-availability of resources for the conduct of the country programme, even after it had been duly approved by the Executive Board. The delegation suggested that it would be useful to indicate to the programme country, before the programme was discussed at the Board, which other members of the Fund had participated in the country

programming process at country level. That would allow the programme country to undertake bilateral consultations, if required, and would contribute to increasing the flow of information. Referring to paragraph 41 of the report, the delegation stated that it was not clear why an external review of the CPA was mandatory. With regard to the MYFF, the delegation cautioned against introducing conditionalities and stated that the MYFF was not expected to provide a framework for overseeing the management of programming operations and such linkages should be avoided.

94. In her response, the Deputy Executive Director (Programme) thanked the delegations for their constructive comments and concrete suggestions. She stated that UNFPA had taken note of the concern expressed by the Executive Board regarding the timing and nature of its inputs to the programme approval process. She noted that as suggested by the Board, UNFPA would discuss the overall process with UNDG partners. She added that harmonization of the programme approval process would also require the involvement of the respective Executive Boards with regard to their own procedures. Regarding the CPA, she noted that it would only be undertaken in cases where the CCA had not covered the core programme areas of UNFPA. She stressed that the CCA was a very valuable tool and also afforded UNFPA an opportunity to advocate its programme priority areas and to enable other partners to recognize the key issues in those areas. She observed that the CCA and UNDAF guidelines should address the shift towards results-based management and the use of the MYFF, and utilize the logframe in programme development. She noted that the logframe was also an important tool for monitoring and evaluation. She stated that UNFPA would bring those concerns to the attention of UNDG.

95. Concerning the limited involvement of the Bretton Woods institutions in the CPA process, she noted that it was also linked to whether they had representatives locally in the respective programme countries. Referring to the comment made regarding the no-objection approval of country programmes, she regretted that decision 97/12 inadvertently may have inhibited comments. She emphasized the need for flexibility. She observed that various views had been expressed about the length of the country programming approval process – some considered it too long while others considered it too short. UNFPA had been reviewing the process internally and felt that headquarters involvement occurred too late in the process, i.e., just before the programme was submitted to the Executive Board for approval. She stated that at the country level there had been good participation in the process, although not all member countries had representatives in every programme country. She observed that UNFPA had taken note of the fact that more systematic information sharing was needed to increase the involvement of partners in the process. She added that UNFPA would use the country programming system as effectively as possible.

96. The Executive Board adopted the following decision:

2000/12
UNFPA programming process

The Executive Board

1. *Takes note* with appreciation of the report on the UNFPA programming approval process (DP/FPA/2000/11);

2. *Welcomes* progress towards the development of a more inclusive country programme preparation process with enhanced national ownership;

3. *Emphasizes* the need for further harmonization and standardization of programmes and programming procedures for all United Nations funds and programmes within the United Nations Development Group;

4. *Also emphasizes* the need for such further harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective Executive Boards;

5. *Requests* UNFPA to propose to the other members of the United Nations Development Group the establishment of a working group with the objective of developing a common programme approval process, taking into consideration paragraphs 3 and 4 of the present decision;

6. *Requests* UNFPA to report to the Executive Board at the annual session 2001on progress and future options in the programming process.

16 June 2000

VII. Emergency assistance

97. The Executive Board had before it a report entitled "Ensuring reproductive health in especially difficult circumstances: UNFPA programme experience and challenges" (DP/FPA/2000/12), submitted in response to decision 99/16. Prior to introducing the report, UNFPA screened a short film about people in emergency situations. Produced by the Fund, the film was based on still photographs taken at UNFPA project sites in Albania, Angola and the United Republic of Tanzania.

98. In introducing the report (DP/FPA/2000/12), the Senior Technical Officer, Technical and Policy Division (TPD) noted that women and children made up 80 per cent of the world's refugees and internally displaced persons (IDPs). Women had special needs in emergency situations arising out of their biological and gender roles. Some of those were highlighted during the recent Beijing+5 panel discussions. Surprisingly, reproductive health was the least mentioned. She pointed out that that presented a peculiar problem for UNFPA. Many in the international community were aware of the reproductive health needs that exist in emergency situations but it was often assumed that those needs were being taken care of by someone else. However, that was not the case. To some working in the area of emergency relief, who are used to dealing with food and shelter issues, reproductive health issues seemed embarrassing. Clearly, UNFPA and its partners need to ensure that reproductive health becomes an integral part of the health response to crises. Similarly, gender concerns need to be mainstreamed into crisis response planning. She observed that UNFPA was too modest about its own work. Over the years, the Fund had supported health protecting and lifesaving work in crisis situations in numerous countries.

99. In several countries, during the past five years, UNFPA had responded to needs resulting from natural disasters, including hurricanes, floods, typhoons and earthquakes. The Fund was also supporting reproductive health interventions directed to refugees and IDPs in over thirty sites. While noting that UNFPA had been active before, during and after emergencies, she pointed out that as a close partner of programme countries and a member of the United Nations country team, UNFPA was integrally involved in planning and rehabilitation of reproductive health services in post-conflict situations or after natural disasters. When a crisis arose in a given country, UNFPA staff were well placed to know exactly how reproductive health would be affected, what the local response capacities were, what would be needed to maintain access to services, and what the development implications of various short term relief activities might be after the crisis was over. Now that the worlds of development and humanitarian assistance were coming close together, UNFPA could serve as a bridge. The Fund had a key role to play in advocating for the issues in its mandate and in sharing its experience and expertise. She concluded by thanking all the Governments that had been the Fund's partners in crisis and emergency situations, including the Governments of Australia, Belgium, Canada, Czech Republic, Denmark, Germany, Japan, Luxembourg, Netherlands, Norway, Sweden and the United Kingdom. She also expressed appreciation for the support provided by the private sector, including various foundations.

100. During the discussion that followed, numerous delegations congratulated UNFPA on the excellent report and the introductory statement. Several delegations noted that they were impressed by the short film that had been shown. Numerous delegations stated that they fully supported the Fund's work in ensuring reproductive health in emergency situations and underscored that UNFPA had a critical role to play in that area. Several delegations congratulated UNFPA for its achievements during the past year, including its collaboration with WHO and the Office of the United Nations High Commissioner for Refugees (UNHCR) in publishing the updated *Inter-Agency Field Manual for Reproductive Health in Refugee Situations*. A number of delegations pointed out that the manual was an excellent example of inter-agency partnership. While noting the Fund's close collaboration with other actors, a number of delegations underscored the need for UNFPA to continue to enhance its partnerships with key humanitarian agencies active in emergency situations, particularly UNHCR. A number of delegations acknowledged the full membership accorded to UNFPA in the Inter-Agency Standing Committee for Humanitarian Affairs.

101. Several delegations emphasized that UNFPA should have a response capacity suited to all stages of a crisis. A number of delegations recalled that at its session in July 1999, the Economic and Social Council had agreed that emergency relief and development often overlap and occur simultaneously and a comprehensive approach to both natural disasters and complex emergencies was required with joint planning and prioritization, a central role for capacity building, an agreed division of labour through inter-agency collaboration and more flexible financing systems for transitional programming. The Council had stressed that development agencies must become involved early in a crisis.

102. Numerous delegations endorsed the Fund's proposal to use a small amount of funding, up to $1 million per year, to respond rapidly to emergency situations where serious and immediate population and reproductive health needs were clearly identified and met the criteria specified in the report. One delegation, while stating that no one doubted that UNFPA had a critical role to play in emergency situations, emphasized that the key question was from where should the resources come to provide emergency assistance. A number of delegations noted that $1 million was a very modest amount. Some delegations stated that the funds for emergency assistance should be extrabudgetary and the amount of $1 million should serve as "seed" money and a leveraging base from which to build appeals for such resources. One delegation asked to be informed about the sources of the seed money. Several delegations were pleased to learn that UNFPA would provide a report to the Executive Board, after the first year, on the use of the proposed funding and an assessment of how well the mechanism had functioned during that period.

103. One delegation, while underlining that reproductive health was at the heart of the Fund's mandate, no matter the circumstances, stressed that reproductive health interventions could not be regarded as "developmental" in one context and "humanitarian" in another. The delegation emphasized that the discussion should not focus on whether UNFPA should be involved in those activities but on how UNFPA could provide timely support and guidance to populations living in difficult circumstances. The delegation was pleased to note that special attention would be accorded to women and adolescents who

were among the most vulnerable groups. The delegation underlined the importance of support for advocacy, particularly for HIV/AIDS prevention. Stressing that its country took its political commitments seriously, the delegation announced that during the year 2000 its Government would make extra resources available to UNFPA within a new partnership programme with the Fund. The delegation stated that its Government planned to commit to UNFPA an amount equivalent to approximately $4.3 million for reproductive health in emergency situations.

104. Several delegations urged UNFPA to continue utilizing the United Nations Consolidated Appeals Processes (CAPs). A number of delegations took note of the fact that the response to CAPs had been disappointing. While observing that reproductive health had been largely forgotten in traditional humanitarian health interventions and that resource mobilization through CAPs had been problematic, some delegations urged UNFPA to review and address the main causes of the situation. One delegation urged UNFPA to prepare joint projects in collaboration with other agencies such as WHO and UNICEF instead of having separate projects in the CAP. The delegation pointed out that its Government would not provide voluntary contributions to agencies that had limited experience in the area of emergency assistance. The delegation added that normally a CAP was revised several times, however it would be important for UNFPA to join the CAP at the earliest stage so as not to miss out on donor funds. For example, in the case of the appeal for East Timor, UNFPA had joined the appeal later, after the delegation's Government had already allocated its funds to various United Nations agencies. Another delegation asked what impact participation in the Inter-Agency Needs Assessment and CAPs had had on UNFPA staff strength.

105. One delegation stressed the need to monitor the inclusion of gender considerations in the provision of emergency assistance and to address the needs of young people in especially difficult circumstances. Another delegation was pleased to note that UNFPA was conducting an evaluation of its past responses to emergency situations and it requested a briefing when the results became available. The same delegation underscored that it was critical for UNFPA to have a standardized plan and procedures in place in order to react effectively, in coordination with other entities, to future crises.

106. One delegation, speaking also on behalf of two other delegations, stated that the report (DP/FPA/2000/12) made a convincing argument in favour of UNFPA being in a position to offer its services to all people in need no matter what their situations. The same delegations stated that they did not see an operational role for UNFPA in the area of emergency assistance. However, the delegations added that UNFPA clearly had a role in strengthening its advocacy with Governments, United Nations agencies and non-governmental organizations (NGOs). The delegations underlined the commitment of UNFPA to voluntarism, freedom of choice and informed consent in the area of reproductive health and rights. The delegations stated that they had recently been made aware of a series of unfounded allegations made against the Fund as it carried out its mandate in Kosovo. The delegations were fully confident that UNFPA remained within its mandate at all times. The delegations emphasized that the Fund's mandate was to provide support for reproductive health for all those in need no matter what their situation.

107. One delegation, speaking also on behalf of another delegation, underscored that UNFPA had a particular role in advocacy for the mainstreaming of reproductive health in health programmes being implemented in response to emergencies. The delegations cautioned UNFPA not to spread its resources too thinly and urged the Fund to play not an operational role but the role of promoter and facilitator. The delegations were pleased to note that UNFPA had signed memoranda of understanding with a number of United Nations agencies and NGOs working in the area of emergency assistance. The delegations asked if UNFPA intended to undertake similar arrangements with other United Nations agencies, in particular UNICEF. Another delegation asked how the arrangements with UNHCR, IOM and others were working in the field. The delegation added that all interventions should be coordinated through a common framework under the guidance of the agency entrusted to play the leading role. Such coordination would help to ensure an integrated approach to relief assistance, avoiding duplication and maximizing the effective use of human and financial resources.

108. Another delegation pointed out that in extending reproductive health services to refugees and internally displaced persons in camps, UNFPA should pay attention to the permanent residents living around the camp area as those residents might become dissatisfied if the services provided to the refugees were of a better quality. One delegation thanked UNFPA for the assistance provided following the occurrence of a natural disaster in its country. Another delegation stated that its country hosted the largest number of refugees and migrants in the world and noted that greater burden sharing was needed. One delegation, while expressing concern that for many people emergency situations became "normal" situations, stressed that emergencies should not go on for a great length of time. Another delegation noted that in Africa war had caused thousands of people to become displaced. The delegation underscored that it was very important that UNFPA have the ability to take care of the reproductive health of those people. One delegation asked how the UNFPA would ensure rapid procurement and delivery of reproductive health commodities to countries in need.

109. One delegation, while noting that the proliferation of conflict situations, particularly in Africa, had generated an unprecedented demand on UNFPA for reproductive health assistance and support for persons in difficult situations, stressed that additional resources were required. The delegation noted that where an emergency constituted a major additional burden to a country, it might be counter-productive to reimburse the regular country programme funds. The delegation added that attention should be focused on continuity of services beyond the return to normalcy. The delegation suggested that in the context of the United Nations Development Group, UNFPA, together with UNDP, should initiate discussions on ways to reflect the new position of the Economic and Social Council on relief-development linkages. The delegation added that its country had proposed in other fora that a United Nations system-wide examination of the issue be undertaken.

110. Another delegation underlined that it supported the Fund's strategy of providing limited, selective and catalytic assistance. With regard to the development of a roster of experts, the delegation suggested that UNFPA coordinate with the Emergency Response Division of UNDP. The delegation noted that in the field of emergency assistance rapid changes occurred across the "continuum" demanding other changes. Thus flexibility in responding was necessary. The delegation urged UNFPA to keep a record of its experience. One delegation asked what measures would be taken to strengthen the role of UNFPA in the area of emergency assistance and to make that role more widely known. Another delegation urged increased effectiveness in the area of emergency assistance.

111. The Deputy Executive Director (Programme) thanked the delegations for their positive comments and expressed appreciation for their endorsement of the use of up to $1 million per year for special circumstances as set forth in the report (DP/FPA/2000/12). She clarified that the funding would be drawn from intercountry programme funds and not from country programme funds. She thanked the Government of the Netherlands for the extra resources it planned to contribute to UNFPA, including for reproductive health in emergency situations. She underscored that in providing support in emergency situations UNFPA did not itself deliver that support. The Fund's support was channelled through other front-line agencies.

112. The Senior Technical Officer, TPD, thanked the delegations for their constructive comments and questions. Concerning partnerships, she noted that there was a broad consensus to increase the Fund's partnerships with other actors. The memoranda of understanding were proving fruitful. For example, UNFPA was working very closely with UNHCR both at the country and global level. In addition to the valuable collaboration on the field manual, UNFPA was participating in the Inter-Agency Working Group on Reproductive Health for Refugees, composed of United Nations agencies, bilateral agencies and NGOs. The group had developed guidelines for further development of the field manual and for training and was reviewing the use of emergency reproductive health kits. The Memorandum of Understanding signed with the International Organization for Migration (IOM) had contributed to enhancing the Fund's partnership with IOM and effective collaboration in Kosovo had been undertaken with support from the Government of Canada. The support had enabled the first demographic and health survey of Kosovars and the provision of training to staff of the Kosovar Institute of Statistics. She noted that the work supported by UNFPA in Kosovo was undertaken in close coordination with other development partners and in accordance with the Fund's mandate. Approximately 90 per cent of the support focused on rehabilitation of maternity care services. UNFPA had a joint programme with the International Federation of the Red Cross and Red Crescent Societies (IFRC) in the United Republic of Tanzania and hoped to increase its collaboration with IFRC both in emergency and normal situations. UNFPA enjoyed an excellent partnership with UNICEF and was working closely with it in the area of adolescents. The emergency reproductive health kits developed by the Inter-Agency Working Group on Reproductive Health for Refugees and managed by UNFPA were included in the WHO emergency support catalogue and had been purchased by other United Nations agencies, governments and NGOs. UNFPA was focusing attention on improving

delivery time. Usually it took about two or three days to deliver the kits, but that largely depended on the availability and schedules of air flights.

113. With reference to advocacy and training, she noted that UNFPA had recently held three training workshops in Kenya, Senegal and Nepal. The Fund was also collaborating with UNHCR and IFRC on staff training programmes, with support from the Government of Belgium. She agreed that advocacy was needed to make the role of UNFPA more widely known. Regarding the division of labour among agencies working in the field of emergency assistance, she stated that every effort was made to coordinate activities and avoid duplication. For example, in Mozambique all the United Nations agencies working in the health sector had prepared a joint action plan designating the work each agency would undertake. Based on the action plan, the United Nations Office for Coordination of Humanitarian Affairs had provided funding to each agency. She concurred that the CAPs had not yielded the required resources. Perhaps, because reproductive health was not always considered a priority in the way food and shelter were. She hoped that by working jointly with other partners better results would be obtained through the CAPs. Concerning IDPs, she observed that their access to services needed to be improved. She added that in that regard their experience was not very different from that of peri-urban migrants, thus similar strategies for improving access could be explored. With regard to the issue of sexual violence, she stated that it was a difficult area and one in which further development of partnerships was needed. She observed that prevention strategies had to be accompanied by counselling. The Fund had garnered rich experience in Bosnia and the Republic of Congo and would build on that to enhance its skills and expertise. In conclusion, she noted that though $1 million per year for emergency assistance represented a small amount, it would give UNFPA the flexibility to respond quickly to emergency needs. The funds would be reimbursable. She underlined that it would be a good investment with a good pay-off.

114. The Executive Board adopted the following decision:

2000/13
Ensuring reproductive health in emergency situations

The Executive Board

1. *Takes note* of the report of the Executive Director "Ensuring reproductive health in especially difficult circumstances: UNFPA programme experience and challenges" (DP/FPA/2000/12);

2. *Encourages* UNFPA, within its mandate, to provide appropriate and timely support in emergencies, as outlined in the report;

3. *Appeals* to UNFPA to ensure close cooperation in the framework of the existing international coordination mechanisms and to incorporate reproductive health issues in a timely manner in health responses to emergencies;

4. *Encourages* UNFPA to continue to seek extrabudgetary resources for support of population and reproductive health in emergencies, whenever possible through the United Nations Consolidated Appeal Process;

5. *Urges* members of the Fund to respond in a timely manner so that such appeals from UNFPA are adequately funded;

6. *Endorses* the use of up to $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for extrabudgetary resources, as set out in the annex to the present decision;

7. *Encourages* UNFPA to evaluate its organizational capacity and systematize its responses to reproductive health needs in special circumstances and to monitor and evaluate its overall performance in this regard;

8. *Requests* the Executive Director to include in her annual report a summary of activities funded by these resources.

16 June 2000

Annex

1. The emergency funds could be accessed in situations where serious and immediate population and reproductive health needs are clearly identified but where any of the three following criteria apply:

(a) Regular country programme funds are not available at all;

(b) Country programme funds are not immediately available but could be used at a later date for reimbursement with the approval of the government;

(c) Donor support for the UNFPA component of a Consolidated Appeal Process has been committed but funds are not yet in hand.

In the last two cases, the reserve would support the cost of immediate needs and would then be reimbursed.

2. UNFPA will continue to seek extrabudgetary resources for support of population and reproductive health in crisis situations, considering the $1 million of regular resources per year from the interregional programme for reproductive health needs in special circumstances as a leveraging base from which to build appeals for such resources.

Closing remarks by the Executive Director

115. In her closing remarks the Executive Director thanked the Executive Board for its counsel and support and underscored that the UNFPA segment of the Executive Board's annual session 2000 had been excellent. UNFPA was very pleased with the highly constructive and collegial manner in which the segment had been conducted. She stated that she had been deeply touched by the many kind words of appreciation and support expressed by the Board members. She noted that

the Board's recognition of the dedication and commitment of UNFPA staff worldwide would spur them to do even more. She observed that the discussion on the annual report had been very substantive and helpful. She was especially pleased that the Executive Board had appreciated the special event on adolescent reproductive health organized by UNFPA on the opening day of the annual session. She was gratified by the Board's keen interest and active participation in the discussion and observed that it was the best testimony about the great progress made on the difficult issues pertaining to adolescent reproductive health.

116. The Executive Director was pleased that the Executive Board had recognized again that the multi-year funding framework (MYFF) and results-based management were processes that would be implemented over time. It had been rightly stressed that the MYFF must be implemented gradually, taking care to build capacity not only within UNFPA, but more importantly at the national level. She conveyed the Fund's sincere appreciation to the donors who had provided support to UNFPA for the process, including Canada, Denmark, Finland, Sweden and the United Kingdom, and she invited others to join them. Concerning resources, she thanked all countries for their contributions to UNFPA. She hoped that the words of support that had been expressed would translate themselves into further increases in contributions and early payment of contributions. She thanked, in particular, the Government of the Netherlands for its most generous support in terms of multi-year and increasing support for UNFPA regular resources and additional contributions for reproductive health in emergency situations, reproductive health commodities and advocacy. She hoped that other donors would follow suit. She stated that despite the fact that there was strong political support for UNFPA as was evident in the many increased contributions in national currency terms, there was a need to further mobilize funding for UNFPA. At present, there was a real danger of losing the momentum and commitment that prevailed in programmes. Given the current level of resources, UNFPA would be obliged to reduce existing programmes. That would be a terrible tragedy and a wasted opportunity for it would take years to rebuild the confidence and programme momentum. She therefore appealed to all members of the Executive Board to shoulder the responsibility shared for resource mobilization.

117. In the constructive spirit that had characterized the deliberations, the Executive Director noted the need to keep in mind the workload associated with the many programme and coordination processes, the Executive Board and other legislative bodies, and the multiple reporting requirements that UNFPA had to comply with. She observed that the processes and requirements were a major challenge for UNFPA, both at country offices and at headquarters, as the Fund had a very small staff, especially as compared to its partner organizations. She underlined that UNFPA was also concerned that time that should be devoted to programme management, was instead used up in coordination and reporting processes. She hoped that such shared concerns would be addressed constructively and with a view to streamlining.

118. In conclusion, the Executive Director thanked the Executive Board for a very productive session and noted that the decisions the Board had taken, notably on

programme priorities, the programming process and reproductive health in emergency situations, were highly important and would guide the work and direction of UNFPA. She conveyed special thanks to the delegates from Viet Nam, the Netherlands and Norway for facilitating the decisions taken by the Board at the annual session 2000, on the work of UNFPA. She expressed her special appreciation to the President of the Board and to all members of the Bureau for superbly guiding the deliberations, and with such warm humor and good spirit. She thanked the interpreters, the conference officers and all staff in the secretariat, including UNDP colleagues, for their support and cooperation. She noted that although UNFPA was small in size, it was able to do a lot because its staff truly functioned as a team. She stated that over the years, UNFPA had formed an invaluable partnership with the Executive Board which had the power and the potential to help countries to implement the Programme of Action of the International Conference on Population and Development (ICPD) and ICPD+5 recommendations in full. Together, success could be achieved in making a real difference in the lives of millions of people – it was a shared responsibility and a great opportunity.

Closing remarks by the President

119. In his closing remarks the President of the Executive Board noted that the past week had been a highly productive one for the Executive Board. He observed that he would be returning to New York over the weekend and Ambassador Gert Rosenthal (Guatemala) would chair the Executive Board meetings during the following week. The President stated that the Executive Board had taken some very important decisions during the week including on programme directions in light of ICPD+5, the programming process and ensuring reproductive health in emergency situations. Those decisions would help shape the future programme directions of UNFPA, as well as how it reports to the Board on its programmes. The President noted that he had been struck by the spirit of cooperation, good will and desire to engage in constructive dialogue that had characterized the Board's deliberations during the week. He added that he had also been struck by the very good spirit and interaction within the UNFPA team itself and the excellent rapport that the Fund's staff had with its Executive Director. The President thanked the UNDP/UNFPA Executive Board secretariat for its efficient and effective work in ensuring the smooth conduct of the meetings. He thanked the Conference Services officers, interpreters and documents staff for their assistance and cooperation. He concluded by thanking all members and observers of the Board for their excellent contributions to the deliberations of the Board.

UNDP/UNFPA joint segment

VIII. Internal audit and oversight

120. The Associate Administrator introduced the report on the internal audit and oversight activities of UNDP (DP/2000/21), prepared by the Office of Audit and Performance Review (OAPR). He began by addressing the concerns raised by delegations during the informal meeting held on 2 June. The most serious concern raised had been that the report mentioned a number of problems but had not provided sufficient guidance to help members evaluate their seriousness. Delegations also wanted more information on trends, disciplinary actions taken and comments on the findings. It was also suggested that in the future the report should focus more strictly on audit and accountability issues and the recent decline in audit resources. UNDP provided information during the informal meeting on disciplinary actions, stating that for the 1998-1999 biennium there had been 23 fraud and presumptive fraud cases, which had resulted in 15 terminations and eight ongoing investigations. UNDP intended to pursue aggressively measures to improve compliance and, more generally, to strengthen internal controls. The OAPR intended to highlight the status of recommendations and their assessments of compliance by including the information on the UNDP internal web site. A full-time audit advisor position had recently been created in the Bureau of Management to review audit reports for resource-management problems and to recommend solutions. The OAPR and Office of Human Resources would develop procedures to tighten the link between audit observations and performance measures. As previously reported, UNDP had significantly strengthened its control framework through the revised financial regulations and rules and the implementation of control self-assessment. The revised financial regulations and rules would improve accountability, as they now coincided with business practices and were accompanied by the recently updated Financial Manual.

121. With regard to the decline in internal audit resources, though the level of resources for the current biennium was less than anticipated, it still represented an almost two-fold increase over the level for the 1992-1993 biennium. The audit coverage anticipated by OAPR, based on current levels of resources, was that each country office would have a comprehensive management audit done once every four years, on average. That approach had been adopted in three regions. In the remaining two regions, OAPR anticipated having limited-scope audits every two to three years, using contractors, and comprehensive audits would be conducted approximately once every seven years. To address the gap between audit visits, OAPR had begun exploring ways to use the wealth of data generated by the newly introduced country-office software package, referred to as the Country Office Suite, to highlight problems as they occurred.

122. Internal audit resources at headquarters had recently been strengthened with the external recruitment of two senior auditors, allowing OAPR to undertake additional thematic audits that assessed broader control issues and that made recommendations at the policy level. Regarding the reorganization of the former

national-execution audit section, the objective was to consolidate the OAPR function of national-execution sensitization missions with the Operations Support Group (OSG) function of developing national-execution procedures and training materials. In that regard, two posts were transferred from OAPR to OSG, which then established an execution support facility to help country offices with their programme management systems, training, and the updating and maintaining of programming procedures for various types of execution. The OAPR would continue to coordinate the audit of nationally executed projects and to review the audit reports for key issues, drawing on consultants as needed.

123. The concerns regarding the lack of detail and comments on the seriousness of the issues, as well as information on trends, would be addressed in the report of the following year.

124. The Associate Administrator then described some of the mechanisms that promoted an effective and well-functioning internal audit and justice function at UNDP. The first was an external review by the United Nations Board of Auditors and, to a lesser extent, by the United Nations Office of Internal Oversight Services (OIOS). As part of its regular audit work, the United Nations Board of Auditors reviewed audit reports produced by OAPR as well as summaries of fraud and presumptive fraud cases. In addition, the Board periodically carried out reviews of OAPR, including those on the professional qualifications of staff and on professional practices. The OIOS, through its participation in the UNDP Management Review and Oversight Committee, examined the summary results of audits, the status of follow-up actions and of investigations and disciplinary cases and the effectiveness of the overall accountability framework. While the Committee did not meet in 1999, as a result of changes at the senior level of management, it was a high priority of the Administrator to reactivate the Committee in 2000. The OAPR also enjoyed a close working relationship with its counterparts in the United Nations and specialized organizations. In 1999 and 2000, information brought to its attention by its counterparts prompted OAPR to undertake three special audits. A fourth investigation was also in progress during the same period. In the past, OAPR had requested assistance from OIOS on complex investigations and had worked closely with OIOS to coordinate its regular audit activities.

125. In introducing the report on the United Nations Population Fund (UNFPA) internal audit and oversight activities in 1999 (DP/FPA/2000/13), the Deputy Executive Director (Policy and Administration) noted that it summarized the key issues in the findings of internal audits and in the oversight activities of the UNFPA Office of Oversight and Evaluation (OOE). The UNFPA Internal Audit Section, located in the UNDP Office of Audit and Performance Review (OAPR), had carried out a heavy work programme in 1999, conducting management and special audits; managing contracts with public accounting funds that had conducted compliance audits; and following up on audits of projects executed by Governments and non-governmental organizations (NGOs). He observed that the limited staff resources in the Section continued to be a concern. In addition, the work of the firms contracted by UNDP/UNFPA to conduct compliance audits had not been uniformly satisfactory. Noting that the expansion of audit coverage was a high priority, he observed that the

Executive Board had approved a significant increase in the appropriation for audit services in the biennial support budget for 2000-2001. However, due to resource constraints, the Fund was able to implement only 50 per cent of the authorized increase in 2000. It was hoped that the income picture would improve in 2001 and that the intended resources for audit purposes would materialize.

126. With regard to the Executive Board request for information on the implementation of audit recommendations, he noted that a review of audit reports issued in 1999 indicated that 80 per cent of the offices audited more than once since 1997 had fewer than four outstanding recommendations. In most cases, the outstanding recommendations had been partially implemented or were not feasible for economic reasons or because of the programme cycle. In 1999, the OOE had undertaken three special studies to provide senior management with more in-depth knowledge on the management of cash advances, the use of grants and subcontracts and UNFPA-managed construction projects. The findings of the studies had resulted in policy and procedural changes that would contribute to improving transparency and accountability in UNFPA operations. The Deputy Executive Director (Policy and Administration) noted that policy application reviews (PARs) were another important oversight instrument that had been effectively used by UNFPA. Since 1995, UNFPA had conducted 23 PARs and submitted a synthesis of the findings annually to the Board. He assured the Executive Board that UNFPA made full use of the oversight instruments at its disposal and that the findings received close attention at the highest levels of UNFPA. He added that, in line with the open and candid relationship that UNFPA enjoyed with the Board, the report (DP/FPA/2000/13) was frank when defining the areas of weakness identified through the audit and oversight activities. He underscored that candid self-assessment was very much a part of the internal deliberations within UNFPA. He emphasized that UNFPA recognized that accountability underpinned a results-based management approach. He concluded by stating that UNFPA regarded internal audit and oversight activities as important accountability measures and management tools which enabled the organization and its staff to be self-critical, to learn and, ultimately, to perform better.

127. On behalf of the Executive Director, the Assistant Director, External Communications and Relations with the United Nations, of the United Nations Office for Project Services (UNOPS) introduced the report on the internal oversight activities of UNOPS (DP/2000/25/Add.1). The report presents the findings from the audits and management reviews of both UNOPS headquarters and field activities for the year ended December 1999, which were carried out, as in previous years, by the UNDP Office of Audit and Performance Review (OAPR). The Assistant Director noted that UNOPS management was in agreement with virtually all of the recommendations contained in DP/2000/25/Add.1. She also informed the Executive Board that, to strengthen the internal oversight capacity of UNOPS, the Executive Director would establish an internal management oversight office within his office. This mechanism, which was not intended to replace existing internal and external audit functions, would, *inter alia*, systematize follow-up to audit recommendations within UNOPS and focus on the adoption and implementation of quality standards

and the compliance with rules and procedures governing the use of delegated authority from the Executive Director.

A. UNDP

128. Delegations recognized the measures taken to improve accountability and oversight in UNDP, including the additional information provided in the statement of the Associate Administrator. The commitment of the Administrator to an enhanced culture of accountability was commended. The management of human resources and the strengthening of the Office of Human Resources, with enhanced accountability for non-compliance, was a critical factor. The fact that UNDP was addressing its shortcomings was welcomed. It was noted that the revised financial rules and regulations would improve the accountability of UNDP.

129. The need to find rapid solutions to problems faced in the audit and oversight area was underlined. It was essential to quantify problems and to assess their relative seriousness. The need to bring projects to a close on a timely basis was underlined. One delegation highlighted the need to address problems directly, changing financial rules only as an exception. The speaker also requested information on whether the results of special audits requested by the Executive Board had been communicated to the Advisory Committee on Administrative and Budgetary Questions. Concern was expressed about the findings referred to in paragraph 33 of DP/2000/21 regarding procurement transactions, with one speaker requesting clarification on the proposed revision of the financial rules and regulations as they pertain to procurement. The resurrection of the Management Review and Oversight Committee was welcomed. One delegation requested additional information on the functioning of the Oversight Group and its added value. One delegation praised the measures to provide additional oversight of trust funds, elaborated in paragraph 18 of DP/2000/21. A query was raised regarding whether criminal investigations had taken place in connection with the cases of fraud. The speaker also requested information on whether there were procedures to deter fraud. Delegations also requested information on progress made in implementing the new accountability framework, as well as information regarding a comparison of audits planned versus actual audits in the report of the following year. One speaker noted that, unlike the UNFPA report, he did not find an overview of management in the UNDP report. Another speaker requested an assessment of the performance of the Integrated Management Information System (IMIS).

130. Speakers welcomed the measures taken to strengthen nationally executed programmes. It was critical to properly audit and report on nationally executed projects. One delegation cited the benefits associated with national execution, including reduced overhead costs.

131. A request was made for an update on the implementation of recommendations made when evaluating the relationship between UNOPS and UNDP.

132. One delegation suggested that UNDP, UNFPA and UNOPS coordinate their report formats to ensure their harmonization, or as an alternative, produce a combined report.

B. UNFPA

133. During the ensuing discussion, several delegations commended the report for being informative, comprehensive, frank and self-critical. Some delegations stated that they appreciated the inclusion of useful information on disciplinary actions taken by UNFPA and were pleased to note that a culture of openness to audits and oversights was evident. One delegation was pleased to note the attention accorded by UNFPA to mid-term reviews and PARs. The delegation urged the UNFPA to verify the reasons for the shortcomings identified by the audits and asked that action be taken to improve the situation. The delegation encouraged UNFPA to strengthen its internal audit and oversight capacity.

134. One delegation commended the general overview provided in paragraph 10 of the UNFPA report (DP/FPA/2000/13) and stated that such information was useful. Referring to paragraphs 30 and 31, the delegation asked what proportion (either in terms of percentages or actual numbers) of the total number of offices was in question. The delegation clarified that it was not seeking the identity of the offices/countries where problems had been encountered in the management of cash advances, but wished to know the number/proportion of offices where problems had occurred. The delegation underscored that those offices should be monitored.

135. One delegation noted that it would be useful to know the status of the new policy guidelines being developed as a result of the special review of procurement procedures for construction. Observing that constraints in staff resources had caused sharp reductions in the evaluation of audit reports, the delegation hoped that staffing difficulties would be resolved shortly and that the activity would return to its appropriate level. The delegation noted a wider use of public accounting firms by the UNFPA Internal Audit Section and requested information on the cost effectiveness of that approach as compared to the use of internal staff.

136. Referring to the changes in financial rules and regulations made earlier in the year, one delegation asked if the procedures could be simplified without losing accountability. The delegation added that part of the problem of lack of compliance was linked to a lack of knowledge of the system. Hence, the provision of adequate training was essential. One delegation, noting that there was a lack of documentation and monitoring with regard to office inventory and official vehicles in many UNDP and UNFPA offices, asked how those shortcomings would be dealt with in the future. While recognizing the importance and utility of decentralization, the delegation stated that it should not hamper the coordination effort among country offices or between the country office and headquarters.

137. Another delegation expressed concern that only half of the offices audited in 1999 were found to have a satisfactory level of internal controls and compliance with financial and administrative requirements. Noting that several problematic situations appeared to have become chronic despite good intentions to eradicate them, the delegation stated that follow-up measures were necessary to ensure that corrective measures were taken. The delegation appreciated the work undertaken by OOE and OAPR, in particular the measures taken by UNFPA to ensure implementation of the auditors' recommendations, including follow-up missions and special reviews. The delegation encouraged UNFPA to continue to strengthen such exercises as regular audits, PARs and the analysis of mid-term reviews.

C. UNOPS

138. Several delegations expressed concerns over operational and accountability issues resulting from the lack of clearly defined responsibilities between UNDP and UNOPS. These concerns had also been raised at the second regular session 2000 when the Board discussed the evaluation of the relationship between UNDP and UNOPS (DP/2000/13). The rapid growth of UNOPS and its involvement in projects outside traditional UNDP activities prompted one delegation to emphasize the need for strong internal oversight capacity, while welcoming the future establishment of the new internal management oversight office. One delegation requested additional information on monitoring mechanisms and inquired whether cases of fraud had been reported; another raised a query regarding the reasons why a project had started without an established steering committee. Others requested an update on financial reporting, including an update on the IMIS.

139. Following the debate on the present item, it was requested that the following text be included in the report under the item:

"During the debate on the UNDP, UNFPA, and UNOPS audits, several delegations made suggestions for future internal audit and oversight reports. The suggestions were designed to make future reports more informative with regard to the level of compliance with regulations and rules as well as management strategies and plans in the area. Most of the suggestions were directed toward UNDP. Delegations suggested that future internal audit and oversight reports should include information, as appropriate, in a number of areas, including: the number and types of audits received and processed by the audit office; disciplinary actions taken related to violations of regulations and rules; recommendations that are recurring from earlier reports; trend analysis; the relative importance and pervasiveness of problems identified; any cases of fraud; the activities of the Management Review and Oversight Committee; and the financial and personnel resources devoted to the audit function. A number of delegations provided detailed suggestions to the Secretariat.

Summary of suggestions on future reports made during the general debate

140. Note: the following suggestions from individual members of the Board are intended as a guide on future reports. Some of these considerations have already been taken into account by the organizations. The suggestions are divided into sections applying to all three organizations and suggestions applying to individual organizations.

UNDP, UNFPA and UNOPS:

- Future reports should increasingly serve to highlight that there are consequences for non-compliance with the rules and regulations. In particular , future reports should provide information on disciplinary actions taken in instances of serious violations of the rules and regulations;

- Future reports should list the number and types of audits received and processed by the audit office, recognizing that the volume of audits does not necessarily reflect the effectiveness of the audit function and that proper analysis of audits is fundamental;

- Future reports should specifically highlight those recommendations that are recurring from earlier reports;

- Future reports should include more trend analysis comparing different figures over time instead of providing a snapshot of the current situation;

- Future reports should provide more detailed explanations of problems identified by the auditors so that delegations have an understanding of their relative importance;

- Future reports should provide more specific percentage information to help delegations understand the extent of certain system-wide problems – for example, the percentage of countries with problems in a certain area;

- Future reports should highlight any involvement of the Office of Internal Oversight Services in UNDP audits and oversight;

- Future reports should list any cases of fraud or presumptive fraud, the level of fraud or presumptive fraud, whether criminal investigations were undertaken, and whether OIOS was asked to assist;

- Future reports should review the activities of the Management Review and Oversight Committee, including OIOS involvement;

- Future reports should give more detailed information and analyses related to the financial and personnel resources devoted to the audit function. This information should include related positions outside the audit office, such as the new Bureau of Management position created to maximize the management benefits of the audit function that was noted in the oral intervention by UNDP. Future reports should specifically address the question of the adequacy of audit coverage on nationally executed projects.

UNDP

- Future UNDP reports should detail further progress made in developing and implementing the accountability framework;

- Future UNDP reports should also include information on the functioning of the Comprehensive Audit and Recommendations Database System (CARDS), which was established in late 1999 to track and monitor audit reports and recommendations;

UNFPA

- Future reports should describe the status of the development and implementation of new policy guidelines for UNFPA-managed construction projects;

UNOPS

- Future reports should describe action taken with regard to the suspense and clearing of account items identified as having been outstanding for several years;
- Future reports should describe steps taken to strengthen controls over imprest funds."

Responses

141. The Associate Administrator reiterated that the issue of internal audit and oversight was of crucial importance to UNDP. He confirmed that UNDP would take patent steps to address problems in future reports. The findings of the special audits had been submitted to the Advisory Committee on Administrative and Budgetary Questions (ACABQ). With regard to national execution, he stated that problems existed pertaining to management, ownership and accountability. In some situations, the Government lacked the capacity to fulfill the oversight function and required capacity-building and training. The special unit on national execution in the Operations Support Group would engage in prioritizing activities that required national execution programme support. Analyses of some ten countries had been undertaken and plans were in place to develop a web site and data base on national execution. The Oversight Group provided a new mechanism for management and control in audit and oversight. It was particularly useful given the decentralization of audit and oversight functions in UNDP. The present session would also include an update on the implementation of the recommendations made when evaluating the relationship between UNOPS and UNDP.

142. The Officer-in-Charge of the Office for Audit and Performance Review welcomed the comments of the Executive Board. She noted that two cases of fraud had been turned over to local authorities for criminal investigations. She noted that UNDP pursued recovery in cases of fraud. The Office made recommendations to

senior management on how to improve accountability throughout UNDP and would work with the Office of Human Resources to ensure tighter linkages with staff performance measures. Information on the implementation of CARDS would be made available to the Board when reporting on internal audit and oversight activities. She informed the Board that the accountability framework of control self-assessment was gaining in popularity, but was not yet fully institutionalized, an issue that would be addressed by the MROC. Further information on IMIS would be included in the report of the following year.

143. On the issue of the UNDP/UNOPS relationship, Assistant Director indicated that the Board would receive an update on the implementation of the recommendations of the evaluation during the present session. In response to the query on the project steering committee, the Assistant Director confirmed the importance given by UNOPS to project steering committees, briefly clarified the situation and offered further details on a bilateral basis. In response to the inquiry about cases of possible fraud, the Assistant Director reported that no cases of fraud had been found and stated that additional information on project monitoring was available on a bilateral basis. With regard to financial reporting and an update on IMIS, the Assistant Director indicated that the Executive Director would provide additional information on those items at the present session during the discussion of the Annual Report.

144. The Deputy Executive Director (Policy and Administration) thanked the delegations for their useful comments and questions. He noted that the key issues highlighted in the report had been discussed at the UNFPA global meeting in May. He stated that with decentralization there was an increased need for transparency and internal auditing. However, the lack of resources was hampering the increase in audits. He noted that UNFPA was proud of the independent nature of OOE which reported directly to the Executive Director. With regard to compliance, he observed that a number of the issues were common to UNDP, UNFPA and UNICEF, and added that it would be difficult to get a perfect score in that area. He stated that findings needed to be placed in proper perspective in order to focus on the more serious issues. A thorough analysis of audit observations had enabled UNFPA to identify the serious deficiencies and it was currently addressing them. He noted that discussion was also under way to see how to further integrate accountability in staff performance review. He pointed out that he was chairing the Fund's Policy and Planning Committee and would be dealing with the new policies/guidelines, for example, on UNFPA-managed construction projects and the use of grants and subcontracts. He noted that there was more work to be done to professionalize operational support and to mainstream accountability.

145. The Evaluation Officer, OOE, thanked the delegations for their comments and questions. She noted that UNFPA had analysed the nature of internal control deficiencies in detail and was taking measures to address the most serious ones. She observed that roughly one third of deficiencies pertained to programme matters, and one third to general administration. In terms of programme matters, the area of monitoring and evaluation was found to be deficient in one quarter of the cases.

Other problem areas were national execution, in particular compliance with audit requirements, and lack of timely project closure. In terms of general administration, the main areas of deficiency related to maintenance of inventory, compliance with procurement rules and regulations, and vehicle management. She informed the Executive Board that efforts were under way to strengthen monitoring and evaluation, including the establishment of an evaluation network; a review of UNPFA programme guidelines; and the preparation of a programme manager's monitoring and evaluation tool kit. With respect to the audit of government- and NGO-executed projects, UNFPA had recently aligned its policy with that of UNDP so that such projects were required to be audited only once in their lifetime. As was noted in the report (DP/FPA/2000/13), good progress had been made in dealing with the closure of completed projects. Concerning the issue of cash advances to staff, she noted that such a facility was essential in situations where access to banking facilities was difficult, as for example, in rural areas in many programme countries. She added that the Fund was addressing the problem and a circular had recently been sent from headquarters to all country offices giving instructions that cash advances could only be provided in exceptional cases, with the specific approval of the Director, Division for Finance, Administration and Management Information Services, and in adherence with financial procedures. Concerning the query on cash advances, she noted that the Fund would be pleased to provide the requested information on a bilateral basis. She noted that training courses were being held in each region for country office staff on financial, procurement and administrative procedures. However, compliance needed to be further strengthened, including through staff performance appraisal.

146. The Executive Board took note of the reports on the internal audit and oversight activities of the United Nations Development Programme (DP/2000/21), of the United Nations Population Fund (DP/FPA/2000/13), and the United Nations Office for Project Services (DP/2000/25/Add.1).

UNDP segment

IX. Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)

Annual report of the Administrator for 1999

147. The Administrator introduced the annual report of the Administrator for 1999 (DP/2000/23). In reviewing the change, renewal and focus of UNDP, the Administrator stated that major steps had been taken during the previous year to reorient the focus and concentration of UNDP. The results-oriented annual report (ROAR), contained in DP/2000/23/Add.1, had demonstrated that over 67 per cent of outcomes were now related to capacity-building. People were being moved back to the field, with a 25 per cent reduction of headquarters staff currently underway, therefore combining reduction and redeployment. Since January 2000, the number of staff in New York had already shrunk by six per cent, the first such reduction in more than a decade. A ten per cent cut in core administrative costs was planned over the coming year.

148. The leadership of UNDP was being renewed through new appointments, including that of Ms. Rima Khalaf Hunaidi, the former Deputy Prime Minister of Jordan, as Assistant Administrator and Director of the Regional Bureau for Arab States, and that of Mr. Abdoulie Janneh of Gambia, as the Assistant Administrator and Director of the Regional Bureau for Africa. Mr. Pieter De Zwart of the Netherlands had been appointed Chief Information Officer, the first person to fill this position, and Mr. Gilbert Houngbo of Togo had been appointed Chief Financial Officer. Ms. Nancy Birdsall of the United States, formerly with the Inter-American Development Bank, and currently with the Carnegie Endowment for International Peace, was now serving as part-time Senior Adviser for the Human Development Report.

149. The Administrator noted that special attention was being given to some country offices because programmes were weaker than they should be or because development needs were so critical that they merited special effort in terms of management support. Plans to model a new country office in line with the overall vision developed for UNDP were underway. Country office reports to headquarters had already been cut by 50 per cent, from 100 to less than 50 per year. Fifty posts from the Bureau for Development Policy had been moved to the field to provide policy support to country offices. A further 48 staff members from the Global Environment Facility and Montreal Protocol were being decentralized to the country level. Proposals would soon be made for restructuring the work of the Special Unit for Technical Cooperation Among Developing Countries to integrate it more visibly in the broader activities of UNDP, ensuring that there was a growing volume of South-South cooperation in all country programmes. The role of the Resident Coordinator and the relations with the broader United Nations community would be continually refined and reinforced. The establishment of an Administrator website for direct communications with resident representatives was planned.

150. The Administrator, in reiterating the new UNDP vision, stated that it encompassed advocacy and advice, pilots and partnerships. The organization's role in global advocacy, as part of the widening debate on the effects of globalization, utilized the instruments of the Human Development Report and the national human development reports. A National Human Development Report Unit, linked to both the Bureau of Development Policy and the Human Development Report Office, as well as UNDP country offices, had been created to provide expert support to ensure the quality of national human development reports at the country level. The evidence in the ROAR well supported the claim that the policy advice role of UNDP was in high demand in programme countries. It was thus very important that as UNDP focused on the legal, political and regulatory frameworks and on capacity-building, its own in-house capacity was also strengthened. Partnerships with specialized agencies and others were also of key importance. UNDP would provide advice not only in its own priority sectors, but also through United Nations partners who could offer support in sectors where the organization did not maintain its own independent policy expertise. Projects would be piloted to ensure that they could be mainstreamed into national policy.

151. The Administrator noted that partnerships began with the United Nations Development Group relationships, in particular through the 100 United Nations country teams currently preparing common country assessments. There were 75 United Nations Development Assistance Frameworks (UNDAFs) planned and 40 United Nations Houses would be established by the end of 2000. Almost half of resident coordinators were now selected through the inter-agency process and had undergone the inter-agency competency test. He noted that those achievements had taken place in the context of a 35 per cent reduction in funds available for the resident coordinator function. New arrangements, such as the movement of the United Nations Office to Combat Desertification and Drought (UNSO) to Nairobi, near the United Nations Environment Programme, would be part of the future strengthening of partnerships. The partnership with the World Bank and International Monetary Fund was of key importance because of the strategic resource flow to programme country partners. Country level pilot partnerships built around the poverty reduction strategy papers were also a demonstration of progress. Areas of direct UNDP activity that would be cut included forestry, health (except HIV/AIDS), education, sanitation, transport and fisheries. Expertise in those areas would be drawn from others. The Administrator underlined his plans for UNDP to become the leader within the United Nations development family in information technology for development. He also emphasized the need for coordination as well as the opportunities for cost savings that would come with a more coherent strategy and delivery system.

152. In describing plans for a ministerial meeting on UNDP, the Administrator underlined the need to secure political support for both UNDP and the United Nations development-cooperation system. He explained that meetings of ministers, such as those in the Development Committee of the World Bank, could provide a base of authority for delegates participating in the Executive Board. While the idea for the ministerial meeting had originated as a result of the failure to meet the commitment set for contributions to core resources, its purpose was to gain political

will to give Board members the opportunity to find solutions to the organization's challenges. The Administrator underlined that the United Nations system provided an alternative to the vision of globalization, led by Bretton Woods institutions, giving broad and equal representation to all, and created an alternative at the country level. UNDP sought to promote the priorities of developing countries and the best support and advice from all sources to meet the development needs of those countries.

153. There was clearly a financial dimension to the concerns as well as tremendous stress on the ability to finance change in UNDP at a time when the approval authority to commit more resources to 30 countries had been suspended because of overcommitments. Those countries could not embark on any of the programmatic reform initiatives because they had no money left. Moreover, the resource situation threatened to jeopardize the commitments that the Administrator had made to training, to new recruitment and to outposting to the country level. The universality of UNDP was also threatened.

154. In building on the strengths of UNDP for the future, the Administrator referred to the organization's role in advocacy, its far-reaching presence, the critical role in coordination and partnerships, the post-conflict and "gap" roles and its role in information technology for development. With regard to core and non-core resources, the ROAR for 1999 showed that there had not been much slippage between non-core and core funds in terms of target sub-sectors. The real problem with non-core funding was geographic, with almost 60 per cent of non-core funds for 2000-2003 going to middle-income countries, of which a very large proportion went to trust funds for disasters. There was therefore still the need for a stronger core platform if UNDP was to retain its universal character.

155. In conclusion, the Administrator underlined the need to make the case to ministers that UNDP had never been more indispensable. At the present moment of global change in particular, it was vital to note that the trust and presence of UNDP made it more central than ever, not only to the modified plans for programme countries, but also for the viability of the United Nations itself. The future strategic mission of the United Nations needed to lie in development and the fight against poverty, as the Secretary-General's Millennium Report had highlighted.

156. Delegations welcomed the Annual Report of the Administrator for 1999 (DP/2000/23), citing the great improvement in the quality and content of the report over that of previous years, as well as its comprehensive scope and analytical nature. The report underlined the important progress achieved by UNDP in the previous year in many areas. Some speakers emphasized the need for a more universal version of the annual report to enhance the visibility of UNDP.

157. The Foreign Minister of Niger expressed the appreciation of his Government for the cooperation of the United Nations in his country, especially through UNDP.

Areas of assistance had comprised poverty eradication, promotion of the private sector, governance, including electoral support, elaboration of a country strategy note, and the environment. A national execution unit had been set up in the Planning Ministry in 1999. The programme, however, had suffered from the negative funding situation of UNDP. He emphasized the importance of the round table mechanism, the need for new technologies for development, the universality of UNDP as its comparative advantage and the need for UNDP to continue to adopt to global change.

158. Many representatives welcomed the proposal of the Administrator for a ministerial meeting on UNDP to be held in September 2000. The meeting could address a host of important topics surrounding the role of UNDP in United Nations operational activities for development. It was essential that such a meeting be well prepared. One speaker suggested that the meeting could be held on an annual basis and another urged the participation of civil society.

159. Almost all delegations emphasized the strong need for UNDP to regain a strong and stable core funding base. Some speakers underscored the necessity of linking reform in UNDP with the multi-year funding framework (MYFF)/ROAR process, as had been intended when the Executive Board approved a funding strategy for UNDP. It was disappointing that the resources expected with the adoption of the MYFF had not been forthcoming. One speaker emphasized that the ROAR should be discussed at the same time that funding commitments were announced. Several speakers referred to increases in their contributions to the core funding of UNDP in 2000, a factor that underlined their very positive support of the direction of UNDP. One delegation requested that the following year's annual report include information on participation in the conference on financing for development. Increased attention must be paid to focusing on programmes funded from non-core resources, stressed one delegation. However, the statement of the Administrator was fully satisfactory with regard to the principles he had expressed regarding non-core funding. One speaker underlined the importance of cost-sharing to its country programme.

160. Speakers underlined their support for the reforms instituted by the Administrator and encouraged him to continue in the direction he had elaborated in his Business Plans 2000-2003. UNDP actions to re-deploy staff to the field and to exercise good managerial techniques, including the creation of a unified corporate culture, were applauded. As the lead development agency of the United Nations, it was hoped that UNDP would exercise leadership for effective development cooperation. The key role of UNDP in coordination at the country level through the UNDAF and as a key adviser to Governments in social, political and economic governance was underlined. Several delegations referred to the need to preserve the universal and neutral nature of UNDP, thereby respecting country ownership of programmes.

161. One delegation stated that, given the management challenges to be faced, there was a need to examine the functions of the Office of Human Resources in light of the overall restructuring of UNDP headquarters. The speaker also cited the need to ensure the proper capacity at the country level for an enhanced role in policy advice.

162. Many delegates praised the heightened focus of UNDP programmes. While many speakers expressed their support for the upstream approach, several representatives noted the importance of addressing the diverse needs of programme countries. One speaker stated that downstream activities were the traditional activities of UNDP and had provided distinct advantages to programme countries. Several speakers welcomed the enhanced role that UNDP could play in information technology for development, also encouraging UNDP to fully engage in the deliberations on information technology at the substantive session of the Economic and Social Council, 2000. Speakers recalled that the Executive Board had not yet fully discussed the role of UNDP in special development situations. However, some delegations recognized a potentially positive role for UNDP in filling the "gap" between emergency and development and in conflict prevention, particularly in Africa. Several delegations elaborated on the positive programme work of UNDP in their countries. While many speakers welcomed the announcement by the Administrator that UNDP would eliminate direct interventions in certain programme areas, several speakers were concerned about any weakening of UNDP support in the areas of education, children's vaccines and in combating desertification. One delegation requested information about the effects of decentralization in UNDP on the Special Unit for Technical Cooperation Among Developing Countries.

163. Some delegations expressed concern about the reference in paragraph 2 of DP/2000/23 to countries, particularly in the developing world, needing to "reposition themselves" in response to changes or find themselves marginalized. In that regard, it was believed that an enabling environment should be created to benefit developing countries in dealing with global change.

164. Many speakers recognized that implementation of results-based management could take years. Some delegations underlined that progress in reform should not be lost while waiting for outcomes. Some speakers cautioned that not all results could be quantified. One delegation pointed out that it was important to consider the additional pressure placed on country offices to meet targets and to comply with new instructions and requests emanating from Executive Board decisions.

165. While some delegations welcomed the substantial information on partnerships, several speakers underlined the need for more information on the relationship between UNDP and specialized agencies and with Bretton Woods institutions. Some speakers expressed concern about the reference in paragraph 59 of DP/2000/23, stating that there were no more "natural boundaries" between the World Bank and UNDP. The further strengthening of relationships between UNDP, civil society organizations and the private sector was encouraged by many

representatives, although some speakers urged consultation with host Governments in that regard. One speaker highlighted the importance of cooperation between UNDP and organizations focusing on trade, such as the World Trade Organization. In that respect, a more active role for UNDP within the Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (LDCs), initiated in 1996, would be welcomed.

166. With regard to advocacy, many delegations expressed appreciation for the Human Development Report and the national human development reports, and requested further information on the Journal of Human Development. Enhanced use of Internet, including through netaid.org, was welcomed by many speakers.

167. Several speakers referred to the enhanced role of the Executive Board in the reform of UNDP. One delegation urged the avoidance of micro-management in Board decisions. Another speaker stated that the role of the Board had become more clearly defined and the discussion more interactive.

Administrator's response

168. The Administrator thanked delegations for their warm support for the annual report. He also welcomed the strong support for the ministerial meeting. It would not be a fund-raising meeting, but rather an effort to raise political will for UNDP. It was hoped that that support would translate into many additional forms of support which would lead to adequate resources for UNDP to carry out its designated missions. He informed the Board that UNDP had recently drawn further from its Operational Reserve than it had since 1975. Fortunately, a payment from one major donor had enabled UNDP to stand on more stable financial footing. However, there was no escaping the fact that the strategy of UNDP needed to be aligned with resources to enable implementation, for which it needed political support.

169. While cost-sharing had been successful in some regions, it was important to note that it covered up the dearth of resources for Africa. UNDP sought to increase the amount of funding for the African region, not to decrease that of other regions. Building non-core funding on a weakening core-funding base had led to distortions, including in personnel management. A very detailed blueprint existed on how to implement the 25 per cent reduction of headquarters personnel. He hoped that new opportunities would be created for staff, including through redeployment to the country level. The greatest attention would be paid to ensuring the high quality of UNDP staff.

170. He underlined that UNDP programmes in governance were based on the requirements of programme countries. New areas such as information technology for development were an exciting challenge for UNDP. The potential role for UNDP in coordination with other organizations had been discussed and included the

signing of a Memorandum of Understanding with the International Telecommunications Union and the United Nations Development Fund for Women on the role of women in information technology. UNDP would support the World Bank sponsored initiative, Development Gateway, a compendium on development activities. With regard to South-South cooperation, his aim was to ensure that UNDP could strengthen its function in that area through building capacity at the country level. He clarified that the role of UNDP in humanitarian aid was limited to the gap after assistance and before long-term reconstruction.

171. He informed the Board that a number of activities were underway to ensure the development of a new relationship with United Nations specialized agencies, including through the United Nations Development Group and in bilateral discussions. He noted that to serve desertification needs in Africa better, the United Nations Office to Combat Desertification and Drought (UNSO) would be placed in Nairobi, near the United Nations Environment Programme.

172. The Administrator responded to other queries that had been raised. He noted that UNDP would not reduce support to the International Vaccine Institute prematurely. Education as a programme area would not be dropped in that UNDP would continue by working for reform of public administration and advocacy. He informed the Board that he would chair a meeting in July 2000 to look at revamping the Integrated Framework for Trade-related Technical Assistance to LDCs in response to the evaluation of that initiative. He noted that in Africa, 25 UNDAFs would be completed by the end of 2000, and that every country in that region would have a country cooperation framework and UNDAF process under way. The Civil Society Organizations Committee had an advisory role but no executive authority. He thanked those representatives that had cited positive examples of UNDP programmes in their countries.

Overview of Results-oriented annual report (ROAR)

173. The Director of the Evaluation Office introduced the results-oriented annual report (ROAR) for 1999 (DP/2000/23/Add.1 and DP/2000/CRP.10). He noted that results-based management had become the organizing principle in the changing UNDP. Results-driven frameworks included the strategic results framework (SRF) of the multi-year funding framework (MYFF) and the Administrator's Business Plans, 2000-2003. Reporting took place through the ROAR. UNDP was committed to measuring progress and impact, factors that made a difference to stakeholders. The goals and sub-goals of the SRF reflected international commitments and the comparative advantage of UNDP. Key building blocks of the ROAR included the incorporation of outcomes, investing in partnerships, managing for results versus measuring them, soft interventions, combining the top-down and bottom-up approach, and using the MYFF as a mechanism for increased, predictable core resources.

174. The 1999 ROAR was the first comprehensive integrated look at the performance of UNDP. It contained an overview of the performance of the six goals, with detailed analysis of three sub-goals (see below). The performance of UNDP in those areas was assessed in relation to the intended outcomes of the MYFF. Some general findings included the following: (a) there were many direct interventions at the micro-level, but a limited link to macro-upscaling or policy frameworks; (b) there was significant evidence of UNDP promoting civil-society and public-private partnerships; (c) 50 per cent of the governance category went to public-sector improvement activities, a traditional area of UNDP support; (d) knowledge networks did not feature prominently in the goals, except in gender; and (e) there was discernible movement towards new and sensitive areas, including democratic strengthening and transparency. Highlights in the areas of gender and special development were given.

175. The Director elaborated on the key issues and the findings of the ROAR, including the linkage of upstream with downstream, in which it was found that UNDP was moving upstream and generally performing well. However, there was a substantial share of UNDP results that were at the downstream level, with downstream outweighing upstream in the area of poverty eradication by two to one. The ROAR also found that stronger links were needed between the policy work of UNDP and its direct interventions; sustainable human-development concepts needed to be linked with practice; and policy dialogue could not work with out an adequate resource base. With regard to focus, it was found that 90 per cent of total resources targeted the seven main sub-goals. Of total expenditures, 32 per cent targeted poverty and 52 per cent targeted governance; of core expenditures, forty per cent targeted poverty and 38 per cent targeted governance. In general, core and non-core funded projects were ranked similarly. The results determined that UNDP needed to examine the entry points to its interventions and ensure a tighter alignment of services with the sustainable human-development mandate. The ROAR analysis provided an empirical basis for sharpening the comparative advantage of UNDP and the capacities needed to deliver them. New opportunities included the use of ROAR and MYFF as instruments to improve and to find a more strategic and stronger role for UNDP and to demonstrate the unique value of a multilateral organization.

General comments on the ROAR

176. Delegations commended UNDP for the first ROAR, citing the demonstration of real change in the organization thanks to its commitment to results-based management, the speed with which it was produced, increased transparency and the positive example provided to other organizations. UNDP was leading the way in the United Nations reform process. The exercise was a major step forward toward the overall goal of reducing the number of people living in extreme poverty by 2015 and toward a general improvement in the lives of people in programme countries. The ROAR provided an important record of what UNDP had accomplished. It was essential that lessons learned from the ROAR be built upon by all concerned. Speakers were grateful for the extensive consultative process which they hoped would continue for future ROARs.

177. While praising the overall quality of the ROAR, some delegations noted that it was still a work in progress and looked forward to improvements in methodology, especially with regard to the difficulties associated with aggregation at the national, regional and global levels. The establishment of meaningful and comparable performance indicators was essential, in addition to the possibility of including situational indicators at the global and country levels. The context of individual countries needed to be taken into account. Training, monitoring and support were essential to ensuring the full implementation of results-based management. It was important to avoid bias in reporting and to ensure monitoring of the impact of activities while also examining the causes of success or failure. One speaker highlighted that attribution was made more difficult by the partnership and coordination role of UNDP at the country level.

178. One delegation suggested including unintended results in future ROARs. It was necessary to devote greater efforts toward elaborating results in the areas of gender and partnerships. That the United Nations Development Fund for Women (UNIFEM) acts as the executing agency for UNDP in the area of gender, one delegation noted, did not mean that UNDP could compromise its attention to gender issues. Improvements in the SRF were noted. One speaker stated that UNDP should participate in sector-wide action plans. Another delegation, on behalf of two others, emphasized the need to have more concrete conclusions in future ROARs and more clarity on the linkage with the MYFF process. A query was raised regarding whether the annual report of the Administrator and the ROAR could be produced as one document in order to reduce the volume of documentation submitted to the Board.

179. Several speakers noted that it could be difficult to measure the progress toward intended outcomes as there was some ambiguity in the categories. One speaker emphasized that outcomes might not be immediately apparent. Under-reporting could also be an issue, as UNDP seemed to be modest in its description of results. Terminology related to outcomes could also be clarified. Information on the involvement of the Evaluation Office in the ROAR was requested. Some delegations raised queries regarding the aggregation of results, with one suggesting that it be done on a regional basis. One delegation suggested that future reports could show two categories, one with relative success, and another with lower success rates. Some delegations pointed out that expectations of UNDP performance should be reasonable, based on the levels of funding it provided to countries.

180. Speakers expressed disappointment that an increase in resources to UNDP had not coincided with the implementation of the MYFF. All countries were called on to adhere to Executive Board decision 98/23.

181. Two delegations commented on DP/2000/CRP.10, welcoming the progress by the UNDP-associated funds and programmes in incorporating results-based management. One speaker noted that UNIFEM had already incorporated results-based management. Further work on indicators and training would be welcomed. The proposed SRF for the United Nations Capital Development Fund (UNCDF) was welcomed and endorsed, as it was in line with the UNDP ROAR. Another speaker

supported highlighting the results of the associated funds and programmes as a group. One delegation requested that the next ROAR should more fully integrate the activities of the UNDP-associated funds (UNIFEM, UNCDF and United Nations Volunteers).

182. One speaker emphasized the need to ensure further impartiality, perhaps by including other partners from the United Nations Development Group and experts from bilateral organizations in the process. In that regard, another delegation offered to provide assistance based on its own experience.

183. The Office of the United Nations High Commissioner for Refugees (UNHCR) underlined the key areas of partnership with UNDP in special development situations.

Goal 1: The enabling environment for sustainable human development: Sub-goal 2: strengthening capacity of key governance institutions

184. The Assistant Administrator and Director of the Bureau of Management introduced goal 1, sub-goal 2. He noted that the demand among country offices for interventions in this area was the highest, receiving 38 per cent of core funding and 57 per cent of non-core funding. The highest level of reporting, 30 per cent of all outcomes, was attributed to this area. A high-level of performance was reported, with variations according to regions. The pillars in this area include support to elections, legislative bodies, justice reform and human rights. He underlined that the ROAR contained a wealth of information and analysis. The challenge was to maximize the management benefits of the material contained in the ROAR. Further work was needed in knowledge management, in realigning existing policy expertise behind evolving demand, in identifying opportunities for closer partnerships and in emphasizing anti-poverty work in governance and gender.

185. It was acknowledged that the results reported in goal 1, sub-goal 2 covered sensitive areas. Concern was expressed that poverty eradication, the main focus of UNDP, was not more explicitly linked to good governance programmes. The cross-cutting nature of poverty and gender also needed greater emphasis, with one delegation suggesting gender-analysed state budgets. One speaker noted that the results of UNIFEM needed to be better integrated in the ROAR, as it was the main arm of UNDP on gender issues.

186. One delegation expressed the view that UNDP interventions in the areas of political, economic and social reform did have an impact on poverty reduction thanks to the creation of an environment in which the poor were empowered economically and could access rights under the law. The weight of poverty on people could not be underestimated. It would not always be clear to what extent UNDP contributed to policy-making since the source of change could be obscure. Several delegations suggested that UNDP develop a general strategy for governance

in order to focus on those areas where UNDP had a comparative advantage. For example, UNDP could strive to ensure a stronger linkage between governance and peace-building initiatives. Lessons learned needed to be explicit and shared with others partners. One speaker called for clear definitions of the themes included within reporting on governance and requested information on whether an overall definition of governance had been reached. Another delegation stressed the importance of creating legal security to encourage foreign direct investment in programme countries. Another speaker noted that it was not advantageous for UNDP to report everything it did in institution-building as that was a very sensitive area. One speaker pointed out that while national human development reports would be of assistance, they were not the prime determinant of policy change.

187. Some speakers suggested that UNDP rely on the increased participation of others in electoral assistance, including civil society. One delegation raised a query regarding a possible difference in findings between the ROAR and a recent joint evaluation with the Government of Germany on decentralization. The speaker also requested information on whether UNDP support for decentralization had an explicit link with poverty-eradication objectives. One delegation raised a query regarding the role of UNDP in decentralization as compared with that of the World Bank. How the sub-goal was linked with support to programme countries in the context of globalization was a further question

188. Several speakers expressed their support for UNDP work in the area of human rights, which included cooperation with the United Nations High Commissioner for Human Rights (UNHCHR). It was hoped that work in human rights could be expanded to all regions covered by UNDP. Progress in human rights was impressive, given the short time of UNDP involvement. It was a testament to the trust between the organization and its programme countries. Further elaboration on lessons learned was suggested. One delegation stated that, in the long run, UNDP would have to integrate good governance and human rights, as the two were obviously interlinked. A clearer human-rights approach should be inherent in all UNDP programmes. Another delegation underlined how helping the poor to defend their rights was an important way of enhancing participation. Efforts to reach distant and sometimes illiterate populations through mass media were praised.

189. One delegation suggested that the category of good governance was excessive because it included too many diverse activities. His Government expressed the view that UNDP should maintain its flexibility, focusing on development and responding to the needs of programme countries.

190. The Assistant Administrator and Director of the Bureau of Management responded that questions of methodology were central to the dialogue on the ROAR and would be discussed in more depth in the informal meeting scheduled during the session. The approach went beyond self-assessment because of the more objective nature of indicators and the reviews by both country offices and a headquarters-based team. The methodology would be improved by refining the instruments used and by simplifying the indicators.

UNDP welcomed collaboration with bilateral and multilateral organizations and experts on questions of methodology. The overall goal was to integrate fully the results-based approach in the day-to-day management of UNDP and to use the results from the ROAR to make strategic decisions. Results-based management emphasized partnerships for results. In that regard, it was useful that the United nations Population Fund (UNFPA) and UNICEF had also adopted multi-year funding frameworks. In response to the query raised, he noted that DP/2000/CRP.10 was an initial attempt to integrate the approaches of UNDP-associated funds and thereby to make them work for results. With regard to UNDP work in sensitive areas, the Assistant Administrator noted that UNDP did not have a monopoly in governance or in any other situations. Programme-country Governments needed to assess the comparative advantage of UNDP on a case-by-case basis. He noted that in response to the resource situation, UNDP had been forced to cut back many of its programmes, including those in governance. In response to the query raised, the Assistant Administrator confirmed that all UNDP programmes and projects were signed by the Government.

191. The Assistant Administrator and Director of the Bureau for Development Policy stated that in general UNDP had not yet made the link between poverty eradication and governance at the country level. Further strengthening and analysis was required, including the enhancement of the pro-poor nature of programmes, such as in the 20/20 initiative. Another area of linkage between poverty eradication and governance was in decentralization. She noted that further analysis of local budgets was needed. Other useful initiatives included making information more accessible to the public and strengthening knowledge networking through shared practices. She noted that the ROAR analysis had been utilized the planning for the decentralization policy experts from headquarters to the field. The Assistant Administrator stated that much of the activity in human rights had been recent and thus was not reflected in the 1999 ROAR. Regional workshops had encouraged more activity at the country level with other United Nations partners, including UNHCHR.

192. The Director of the Evaluation Office thanked delegations for their offers of support with regard to the methodology of the ROAR. Involvement of the Evaluation Office provided an opportunity to make evaluation a real-value function in UNDP, including the incorporation of more systemic results. It was particularly important to find a means to measure soft interventions. Joint evaluations, such as that conducted with the Government of Germany on decentralization, were a consequence of the increased focus on partnerships. The joint evaluation had supported the conclusions of the ROAR, which underlined the need for tighter connection between poverty eradication and decentralization.

193. The Assistant Administrator and Director of the Regional Bureau for Africa stated that regional analysis on programmes in Africa had been carried out, providing evidence of UNDP support to key government institutions and elections on that continent. UNDP was involved in voter-education programmes on governance, which included the key component of gender. With regard to decentralization, UNDP played a significant role in capacity-building, with 29 out of 44 sub-Saharan African countries reporting capacity-building as a component.

Goal 2: Poverty eradication and sustainable livelihoods. Sub-goal 1: Promote poverty-focused development and reduce vulnerability

194. The Director of the Evaluation Office introduced goal 2, sub-goal 1, stating that the poverty-eradication goal received the greatest amount of core resources (40 per cent). In terms of the allocation of overall resources, poverty eradication was second (at 32 per cent) to the goal of creating an enabling environment. That prioritization was reflected in the very high levels of reporting by country offices. Overall results showed good progress, though a variation among regions remained, with the Asia and Pacific region the highest (at 74 per cent). The depth of progress also varied. The results showed that UNDP was concentrating its efforts on the advanced stages of preparing and implementing anti-poverty plans, rather than at advocacy, and that some support had been provided for the preparation of the Poverty Reduction Strategy Papers. However, there was little evidence of progress in assisting countries to make their macroeconomic policy frameworks more pro-poor, with success mainly limited to the Latin America region. The 20/20 initiative had relatively limited outcomes, demonstrating the need to generate more results at the advocacy level for the reallocation of national expenditure and proof that it had taken place. Monitoring of human poverty and income poverty was the second largest area of support, with 34 countries reporting that one goal of national anti-poverty planning was to improve poverty data. Human poverty demanded greater attention, especially in relation to developing methodologies for its assessment.

195. One delegation emphasized the key role played by the *Human Development Report* and national human development reports in promoting anti-poverty plans. Many delegations highlighted the role of UNDP in advocacy: that eradication of poverty was linked to overall economic development. A query was raised regarding the role of the Poverty Strategies Initiative in the ROAR process.

196. A general debate ensued on the approach of UNDP programmes to the macroeconomic and microeconomic policies of programme countries. Several speakers underlined the need to link support and macro- and micro-level activities, acknowledging that both were essential. Some delegates, noting the need to tailor programmes to the individual needs of countries, emphasized the usefulness of micro-level and targeted interventions. Other speakers stated that implementation at the micro level could be complex and eventually difficult to convert into upstream projects.

197. One speaker underlined that, in practice, it would be difficult to make macroeconomic policy pro-poor. What was important was to recover costs so that services would be less expensive for the poor. The question remained as to what other measures UNDP could propose in order for governments to make macroeconomic policy more pro-poor. It was possible that UNDP would find itself more effective in direct interventions to the poor, which might not be part of macroeconomic policy. In that regard, another speaker noted, it was important to analyse lessons learned at the community level which could be brought to the policy level. Another delegation argued that, through human-resource development, anti-poverty plans contained a link to macroeconomic policy, in

that trained government personnel went on to formulate policies. It was also pointed out that adjusting macroeconomic policy could take years.

198. One speaker suggested that the next ROAR examine the role of UNDP in shaping macroeconomic policies to promote business-related activities. UNDP had a role to play in promoting macroeconomic policies that would help to create an environment conducive to foreign direct investment.

199. The Poverty Reduction Strategy Papers might be of assistance, but would not change the macroeconomic framework, according to one delegation. Another speaker said that it was important to reduce the number of documents at the country level to ease the reporting burden of programme countries. The vital role of UNDP at the country level in poverty eradication was emphasized, highlighting the need for continuing dialogue with the Bretton Woods institutions.

200. One delegation stated that the 20/20 initiative, which was voluntary on the part of programme countries, did not need to be included in the ROAR. Several delegations cited the affects of HIV/AIDS on human poverty in many regions and, while noting the progress made in combating the epidemic, supported the proposal that it needed greater emphasis. It was noted that in the revised SRF, apart from the inclusion of gender-disaggregated data, there was no other mention of gender. One speaker stated that gender had been mainstreamed into invisibility, and stressed the need to focus on gender in projects and programmes in poverty eradication. One delegation underlined that, as they were costly, UNDP needed to have realistic expectations regarding human-development surveys. One delegation queried whether UNDP had taken part in sector-wide approach programmes. Two delegations suggested that the ROAR include feedback from programme country Governments.

201. The Associate Administrator underlined how vital it was for UNDP to produce results in poverty eradication. He noted that the discussion had veered into a debate on whether UNDP should be involved in macro- or micro-level interventions, which was unfortunate because many other issues were involved under the highlighted sub-goal. He emphasized that the most vulnerable segments of the population must be targeted in poverty-eradication programmes. Success of those programmes would not only be measured by statistical indicators, but also by how the overall poverty level was curbed. UNDP had been instrumental in liaising with Governments on studies to analyse whether macroeconomic policies were pro-poor. Reports and surveys on poverty were important in that they increased understanding about it. Therefore, in a recent agreement with the World Bank, UNDP had begun to provide assistance for the preparation of the Poverty Reduction Strategy Papers on a pilot basis. A key role of UNDP was to ensure through its advocacy work that pro-poor policies were enforced. A good and sound macroeconomic framework was needed to ensure the reduction of poverty through growth, equity and equal distribution of resources.

202. The Director of the Evaluation Office underlined the need for a linkage between upstream and downstream interventions. He noted that UNDP focused its social-protection activities on poverty eradication, as it did, for example, during the recent Asian economic crisis. In response to a query, he noted that UNDP provided support to microfinancing.

203. The Assistant Administrator and Director of the Bureau for Development Policy stated that the Poverty Strategies Initiative, in place in over 100 countries, provided lessons learned that were incorporated in the ROAR, in particular in the human poverty dimension. She noted that changes would be made to ROAR methodology to ensure adequate emphasis on gender.

204. One delegation expressed concern that increased upstream activities by UNDP could create an overlap with the work of the Bretton Woods Institutions. In that regard, the relationship built on trust with programme countries could be jeopardized.

205. Another delegation underlined that UNDP needed to vary its upstream or downstream interventions based on the programme country concerned and examine the lessons learned.

206. The Associate Administrator explained that, while UNDP engaged in upstream activities, it did not plan to stop work at the community level. At a time when resources were going upstream, it had been necessary for UNDP to analyse the nature of its work in order to ensure that its interventions were consistent with the overall policy of the country, and that they were sustainable and of benefit to a large number of people. In response to a query raised, he reiterated that all UNDP interventions came at the request of the programme country.

207. One delegation underlined the importance of the role of the United Nations at the country level and noted that Member States should be consistent in their approaches in the governing bodies of the World Bank and United Nations organizations. Another speaker emphasized the need for programme countries to strengthen their capacity by holding a dialogue with the Bretton Woods institutions. The role of the United Nations system remained viable and critical to programme country development.

Goal 6: UNDP Support to the United Nations: Sub-goal 1: Provide effective and integrated follow-up to the United Nations conferences within the context of sustainable human development

208. The Director of the Operations Support Group introduced goal 6, sub-goal 1. He noted that it was the most heavily reported category with a high level of progress. There had been significant activities in conference follow-up, and United Nations reforms were taking hold. However, challenges and hard decisions lay ahead. In the area of conference

follow-up, there had been substantial support for planning and monitoring, but limited information on concrete activities. The common country assessment (CCA) and United Nations Development Assistance Framework (UNDAF) had been widely adopted and held significant potential. However, agency processes were largely unchanged. There had been increased activity in country-level collaboration and coordination but insufficient evidence of qualitative change. At headquarters, the United Nations Development Group had made good progress but there was caution inhibiting radical changes. Moving to the next level, emerging issues included moving beyond the planning of conference follow-up, improving the quality of CCAs and UNDAFs, re-engineering processes and reinforcing the leadership role of UNDP.

209. Several delegations drew attention to paragraphs 3 and 4 of Executive Board decision 2000/12 on the UNFPA programming process, which emphasized the need for further harmonization and standardization of programmes and programming procedures for all United Nations funds and programmes within the United Nations Development Group (UNDG). The decision also emphasized the need for such harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective Executive Boards. In that regard, joint programmes and other cooperation among the UNDG members was supported. Furthermore, internal cohesion must be strengthened so that country-level practices worked and increased activity translated into qualitative progress.

210. Support for the leading role of UNDP at the country level, in particular with regard to the resident coordinator system and the CCA and UNDAF processes, was expressed by many delegations. Speakers underlined the need for high-quality UNDAFs that yielded concrete results. One delegation highlighted the importance of the CCA, which had a great potential for enhancing partnerships at the country level. In that regard, increased effort could be made to involve bilateral organizations at the beginning of the process. One delegation offered assistance to address the problem of scarcity of required skills referred to in paragraph 238 of DP/2000/23/Add.1. The incentive to make UNDAF work, for which the United Nations system was responsible, was clearly to have an effective impact on poverty eradication. One delegation requested specific proposals to strengthen the role of the United Nations by bringing organizations together around common goals.

211. Delegations supported the role of UNDP, as chair of the UNDG, in backing programme countries to implement the goals of international conferences. Given the fact that there had been a number of those conferences, one delegation emphasized the need to ensure integration of outcomes rather than compartmentalization.

212. The Director of the Operations Support Group suggested that funds and programmes should inform their Executive Boards about what programmes had been dropped as a result of the CCA and UNDAF. He noted that UNDP, UNFPA and UNICEF had different budget lines, creating a large obstacle to harmonized programmes. He noted that some positive results had been achieved, particularly in harmonized programming cycles, which was a prerequisite to joint programming. As other organizations incorporated

results-based management, then there could be additional progress through the use of common indicators, for example.

Final comments

213. The Administrator thanked the delegations for their reaction to the ROAR. The high level of discussion on the performance of UNDP had been very useful. He underlined that the country-driven nature of UNDP would remain its compass point.

214. The Associate Administrator stated that a new UNDP had emerged under the leadership of the Administrator. The ROAR was indeed a new chapter in the history of UNDP. The organization was proud to have launched the first ROAR in the United Nations family. However, it was understood that it was a work-in-progress and that the methodology needed to be refined. Based on the discussions, UNDP understood that a better linkage between governance and poverty eradication needed to be created. The debate on micro versus macro interventions had been useful in determining future policy work at the country level. The need for more progress toward supporting the United Nations system at the country level was also noted. It was essential to reach the level of targeted resources legislated by the Board in decision 98/23.

215. The Executive Board adopted the following decision:

2000/15
Annual report of the Administrator for 1999

The Executive Board

1. *Takes note* of the annual report of the Administrator (DP/2000/23 and Add.2 and 3) and requests the Administrator to take fully into account the views expressed by States members of the Programme in this regard, and also takes note of the results-oriented annual report (DP/2000/23/Add.1 and DP/2000/CRP.10) together with the views expressed thereon;

2. *Commends* the Administrator and his staff for the efforts made in preparing the results-oriented annual report;

3. *Encourages* the promotion and further refinement of the results-oriented annual report process as an integral part of the multi-year funding framework, in consultation with States members of the Programme.

23 June 2000

X. Communication and advocacy strategy

216. In introducing the item, the Administrator expressed his personal enthusiasm for communication on development issues. He highlighted the importance of publicizing stories that would help to mobilize resources and raise public awareness about development cooperation in the United Nations. UNDP was in a position to communicate effectively in the areas of governance, information technology for development, the gap between relief and reconstruction, and globalization, focusing on promoting an alternative voice to that which was gaining most public attention.

217. The Director of the Communications Office gave an oral report on the communication strategy of UNDP, entitled "Sharpening UNDP's image: the way forward". He stated that the purpose of the strategy was to mobilize political and financial support for UNDP. In that respect, a clear image of UNDP, differentiating it from other United Nations organizations, needed to be communicated to outside constituents. He emphasized how, in the past year, the new management of UNDP was committed to achieving excellence. Building on the transformation of the organization, UNDP also benefited from a global network of knowledge grounded in practical field experience and access to a wide range of experts. The Director underlined that the core mission of UNDP was to play a pivotal role in halving world poverty by 2015. The organization would accomplish that goal through its advice to Governments on policies and institutions to meet development challenges, working with partners to mobilize talent and resources and playing an advocacy role through the Human Development Report and other mechanisms. UNDP, including its associated funds (United Nations Development Fund for Women, United Nations Volunteers and United Nations Capital Development Fund) was the development agency for the developing countries. It had a universal and long-standing presence in the developing world and unique multi-sectoral coordination responsibilities. The main issues that the communications strategy would focus on included: information technology for development, sustainable trade, conflict prevention, post-crisis recovery, assistance to Governments, HIV/AIDS and United Nations coordination.

218. The Communications Office would market the plan to regional and thematic bureaux and country offices, seeking broad endorsement. The Director informed the Board of the new structure of the Communications Office, which included a directorate and sections covering media, internet/editorial matters, special events and publications. The Communications Office planned to service UNDP country offices and headquarters through a strengthened media section at headquarters and in select cities in the field; a new internet section that would tap websites for media and advocacy outreach; the production of targeted and easy-to-read publications; private-sector sponsorship of UNDP special events; and training.

219. All delegations taking the floor praised the successful work undertaken by UNDP in communications. The positive effects of the restructuring of UNDP resulted in the creation of a new Communications Office. It was pointed out that

adequate resources were necessary for UNDP to fulfill its intentions with regard to the communication strategy.

220. One delegation underlined the tireless efforts of UNDP in connection with its communication and advocacy strategy. It was essential to reach the broadest audience possible, relying on a well-informed staff operating under the guidance of sensible policies. In addition to the successes, self-critical analysis of the communications work of UNDP would also be welcomed at future Board meetings.

221. Several speakers emphasized the need for a strong link between the communications and advocacy and resource-mobilization strategies. It was essential to reach key decision-makers in Government and civil society, as well as with the public at large. The Human Development Report was a good example of the linkage of the two strategies through its strong public outreach. More needed to be done, however, when it came to the general public, including the widespread dissemination of success stories, including through goodwill ambassadors. UNDP had to demonstrate its comparative advantage and value-added activities, including its leadership role in the United Nations Development Group. There was an urgent need for an illustrated annual report that could be disseminated widely to decision-makers and the public. Several delegations underlined their support for the convening of a ministerial meeting to discuss the funding of UNDP, to be held in September 2000.

222. One delegation recognized the niche that UNDP had with regard to presenting the "human face" of globalization, particularly through its Human Development Report. The speaker also recognized other publications produced by UNDP through its Office for Development Studies that had contributed to the international dialogue on development issues. UNDP was well-placed to contribute to the global debate on development, in particular through its distinct comparative advantages vis-à-vis other United Nations organizations, as described in the presentation by the Director.

223. Many speakers noted the enhanced efforts in advocacy at the national level that were enabling UNDP to enhance its visibility. Several delegations underlined the need to focus advocacy efforts on the specific needs of individual countries through their respective country offices. It was essential that success stories be given more publicity. Some speakers emphasized the need to devote special attention to Africa in order to combat the continent's poor image in the media. Several speakers thanked the Communications Office for its valuable support to the South Summit of the Group of 77, held in Havana in April 2000.

224. One delegation recognized the valuable contribution of Choices, the monthly UNDP magazine devoted to development issues. The speaker also requested information on printed publications that had been eliminated.

225. The increased use of Internet by UNDP was welcomed by speakers. Several delegations praised the contribution of netaid.org to poverty eradication. One delegation requested that the Executive Board be informed about the progress of netaid.org on an ongoing basis.

226. One delegation requested information on the status of the relationship between the United Nations Information Centre and the UNDP office in Cairo. Another delegation requested an update on the role of the communications strategy in the context of the Secretary-General's reform programme.

227. The Director of the Communications Office underlined the efforts of the Office to ensure a culture of communications throughout the organization. A publications committee had been set up to manage printed materials produced by UNDP more effectively. The restructured Communications Office would ensure more control over the content of the communications and advocacy work of the organization. An illustrated annual report would be produced in the near future. In response to the query raised, the Director noted that a symposium on media and Africa's image had been held early in the year. Opinion pieces on Africa's development, signed by the Administrator, had appeared in prominent publications. In response to another query, the Director affirmed that the role of UNDP in country-level coordination was a key issue and that the communications strategy would focus on the image of UNDP within the United Nations system. The issue raised regarding the United Nations Information Centre in Cairo would be discussed bilaterally with the delegation concerned. The Director thanked those delegations that had made positive comments about the work of the Communications Office and, in particular, its role in facilitating the South Summit in Havana, Cuba.

228. The Executive Board took note of the oral progress report on the communication and advocacy strategy.

XI. United Nations Volunteers

229. In his opening remarks, the Administrator highlighted the fact that the United Nations Volunteers programme (UNV), through the mobilization of UNV volunteers, played a vital role in supporting the programmes and activities of the United Nations system as a whole and was now an integral part of all key United Nations operations. The Administrator further noted the importance of volunteer contributions in development cooperation and in the promotion of more cohesive societies. He congratulated the Executive Coordinator for her leadership and strengthening of UNV. In conclusion, the Administrator observed that the role of UNV in the United Nations Information Technology Service (UNITeS) and the commemoration of the International Year of Volunteers 2001 would provide special opportunities for UNV to enhance its public profile and its impact within the United Nations system further.

230. In introducing the report of the Administrator on UNV (DP/2000/24), the Executive Coordinator of UNV noted that during the last biennium the programme had continued to expand, both in terms of the numbers of volunteers in service and in the range of activities performed. Highlights had included increased participation in electoral support and humanitarian operations, the role played by UNV volunteers in bridging the transition from relief to development, and the broadening of the organization's partnership base with multilateral, regional and national entities. Referring to the challenge posed by the digital divide, the Executive Coordinator informed the Board that UNV was now linking on-site and on-line volunteers. In response to a request by the United Nations Secretary-General, UNV was also leading a coalition effort to create the high-tech volunteer corps, UNITeS, which would connect people globally through a shared knowledge base.

231. In conjunction with the above, it was noted that in 1999 a record number of 4,383 UNV volunteers, representing more than 140 nationalities and serving in as many countries, had carried out 4,755 assignments. Those figures signified the continued growth in demand for the services of UNV volunteers and the universality of the UNV programme in providing a channel for nationals from all countries to contribute to the transfer and exchange of skills within and among regions.

232. The Executive Coordinator was pleased to note that the designated focal point for the International Year of Volunteers 2001 presented UNV with a unique opportunity to promote volunteerism, to enhance recognition of its particular contribution to social cohesion and economic well-being, and to make visible the collective global force that volunteers constituted at the local, national and international levels. Accordingly, UNV had been active in both building upon existing networks and establishing new constituencies, in promoting more organized forms of volunteerism and in supporting research in the area of quantitative measurement of volunteering. The Executive Coordinator concluded by inviting the Executive Board to hold a special event on volunteering at its annual session in 2001.

233. Delegations expressed their appreciation of the overall content of the report, noting in particular its transparency, the emphasis given to illustrating the value-added of UNV volunteer contributions, and the presentation of the vision and strategic directions of UNV. The delegations also commended the adoption of the UNDP strategic results framework as the instrument to present and review the areas, outcomes and results to which the UNV programme and UNV volunteers contribute.

234. The delegations congratulated UNV for its continued growth during the biennium and for maintaining its responsiveness and relevance to the changing environment. Many delegations highly commended the use of the mixed-team approach, combining the expertise and knowledge of international and national UNV volunteers, as well as the expansion of the national UNV modality as an effective means of building national capacity and of contributing to sustainable-development outcomes. Several delegations from programme countries also reaffirmed the value of the UNV programme as a means by which their nationals could serve as UNV volunteers and, by so doing, foster South-South cooperation and the exchange of knowledge and expertise.

235. Two delegations noted that while the absolute number of female UNV volunteers had increased during the biennium, there was a slight decline in the female/male ratio in the total number of serving UNV volunteers. In response, the Executive Coordinator reaffirmed the commitment of UNV to achieving a female/male ratio of between 40/60 and 60/40 and assured delegations that special recruitment efforts would continue, particularly in emergency, humanitarian and electoral operations.

236. In reviewing the range of mechanisms that UNV now offered, many delegations expressed support for the UNV on-line volunteering mechanism and commended UNV for opening up new possibilities for many more individuals to share their skills. Some also recommended that the United Nations International Short-Term Advisory Resources (UNISTAR) modality and the Transfer of Knowledge through Expatriate Nationals (TOKTEN) modality should be further exploited. One delegation conveyed its appreciation to UNV for piloting an initiative whereby qualified personnel with more limited work experience could serve as volunteer interns. In acknowledging the need to promote and create opportunities for younger persons to volunteer, the Executive Coordinator expressed her hope that Executive Board members would also support programmes whereby volunteer interns from the south would be afforded the same opportunities.

237. The strides made in broadening its partnership base and in establishing synergies with the programmes of other organizations were widely acknowledged. In this connection, one delegation cited the Support to Gender Mainstreaming project of UNDP, the United Nations Development Fund for Women (UNIFEM), and UNV as a good example of the complementary roles and benefits that can be derived from partnership among United Nations organizations. Other delegations expressed their appreciation for the concerted effort by UNV to forge alliances with non-governmental and civil society

organizations. One delegation expressed its deep satisfaction with the continuing partnership under the White Helmets programme.

238. There was widespread recognition of the value of the UNV programme in supporting the operations of the United Nations system in a diverse range of activities. Several delegations confirmed their approval of the increased participation of UNV volunteers in electoral processes, humanitarian operations and peace-building efforts. In that context, some delegations from programme countries that had experienced natural disasters highlighted the central role which UNV volunteers had played both in the immediate aftermath and in the transition to rehabilitation and development. One delegation drew attention to the UNV initiatives to raise awareness of security issues amongst volunteers and urged the strengthening of those efforts. Another expressed its appreciation of the particular role UNV volunteers played at the community level in projects aimed at improving the enabling environment and at targeting poverty eradication, and noted the complementary role that volunteers working at the community level could play in supporting upstream activities of UNDP. One delegation noted that its Government encouraged more focused shorter-term assignments and suggested that, in general, UNV might wish to review the number of areas in which it was currently active. In response, the Executive Coordinator observed that, in its proactive programming, UNV did focus on downstream activities in which it was felt that the value-added of UNV volunteer contributions had a particularly significant impact. She added that the range of activities in which UNV was engaged should be viewed within the context of UNV involvement, as the volunteer arm of the United Nations, in the programmes of over thirty United Nations agencies, each with its own mandate.

239. Several delegations highlighted the growing importance of information and communication technologies in the development process and emphasized the need to bridge the digital divide as a global challenge. Delegations noted that the Havana Programme of Action, adopted at the South Summit of the Group of 77 (Havana, 10-14 April 2000), had urged a strengthened application of the UNV programme and that the Secretary-General had designated UNV as the lead agency in coordinating UNITeS. In that regard, UNV could play a crucial role in facilitating the transfer of information technology among countries.

240. In reviewing the status of contributions to the UNV Special Voluntary Fund, one delegation observed the need for UNV to receive assured financial support and invited other donors to contribute on a regular basis. In response to a query regarding the balance of resources, UNV informed the Board that the Special Voluntary Fund could only operate on a fully-funded basis in accordance with the financial regulations and rules. That implied that all contributions needed to be received and reported in cash before future commitments could be made. Against this background and taking into account existing commitments in the form of already approved and hard pending projects, there was only a modest balance currently available for immediate programming and for maintaining an operational reserve.

241. In response to a query, UNV provided information regarding a recent meeting that was held in New York with the Advisory Committee for Administrative and Budgetary Questions (ACABQ). The Committee, in preparation for a visit to Kosovo, had called for the meeting to inform itself and to exchange views about the very extensive involvement of UNV and UNV volunteers in large United Nations peace-keeping missions. The outcome of the meeting had been very encouraging in that the Committee obtained an insight into the role and aspirations of UNV including those characteristics that went beyond cost-effectiveness. Feedback concerning the Committee's subsequent visit to Kosovo and review of the involvement of UNV and UNV volunteers continued to be very positive.

242. Many delegations endorsed the view that volunteer action was a key tool in development cooperation and voiced their appreciation for the contributions of UNV volunteers. One stated that the dedication of UNV volunteers deserved respect, another that the commitment of volunteers had a multiplier effect and often served to introduce or reinforce a culture of volunteerism, and others observed the important role that volunteers played in building solidarity, trust and reciprocity among people.

243. There was widespread acknowledgement of the achievements made during the biennium to give due recognition to the contributions of volunteers. It was noted that in the context of increasing globalization, the promotion of volunteerism to build global solidarity was particularly valid. As the focal point of the International Year of Volunteers 2001, UNV was commended for its support to countries in setting up national committees and in establishing national volunteer schemes and for the role it has played in bringing together representatives from North and South. In this regard, two delegations commended the role of UNV in facilitating the Invitational Seminar on Volunteering and the Role of the State, organized by the Government of the Netherlands, in which representatives from 23 countries from all regions had participated. There was full support for the suggestion by the Executive Coordinator to hold a special session on volunteering at the Annual Session in 2001 with one delegation noting that this would also coincide with the 30th anniversary of UNV. Looking ahead to the coming year, and in response to a concern voiced by one delegation, the Executive Coordinator assured delegations that activities undertaken in the context of the International Year of Volunteers 2001 would continue to be financed from non-core resources. Moreover, she added that the Year should not be regarded as a "one-off" event but as a catalyst for the ongoing work of UNV in the promotion, recognition and facilitation of volunteerism.

244. The Executive Board adopted the following decision:

2000/14
United Nations Volunteers

The Executive Board

1. *Takes note* with appreciation of the report of the Administrator on the activities of the United Nations Volunteers programme during the 1998-1999 biennium (DP/2000/24) and the significant growth achieved during that period;

2. *Welcomes* the use of the UNDP strategic results framework, including the way in which it encompasses United Nations Volunteers support to the United Nations system as a whole;

3. *Reaffirms* the importance as well as the value-added of the United Nations Volunteers programme at the global, regional and national levels, including in poverty reduction, electoral support and the promotion of South-South collaboration;

4. *Welcomes* the contribution of the United Nations Volunteers programme to national capacity-building and sustainable development through, in particular, the expanded mobilization of national UNV volunteers;

5. *Supports* the relevant bridging role that UNV volunteers can play in the transition from humanitarian assistance to reconstruction and rehabilitation and to longer-term sustainable development;

6. *Decides* that the theme of the special event at its annual session 2001 will be volunteering in the framework of the International Year of Volunteers and the thirtieth anniversary of the United Nations Volunteers programme.

22 June 2000

XII. Country cooperation frameworks and related matters

245. The Associate Administrator introduced the second country cooperation frameworks (CCFs) for Azerbaijan (DP/CCF/AZE/2), the Islamic Republic of Iran (DP/CCF/IRA/2), Romania (DP/CCF/ROM/2) and Turkmenistan (DP/CCF/TUK/2) and the extensions of the first CCFs for Argentina (DP/CCF/ARG/1/EXTENSION 1), Brazil (DP/CCF/BRA/1/EXTENSION 1), Chile (DP/CCF/CHL/1/EXTENSION 1) and Uruguay (DP/CCF/URU/1/EXTENSION 1).

246. The frameworks covered countries that were going through economic transformation and transition and were committed to a process of democratization and reform. The common theme in all four frameworks was governance, with all programmes illustrating the effective link between upstream policies and downstream operational activities.

247. The CCF for Azerbaijan focused on the increased efforts to alleviate poverty in the non-oil sector of the economy as well as on assisting in post-conflict rehabilitation and the integration of refugees and internally displaced persons. Expected results included improved communication between the State and civil society, a strengthened Parliament, an enabling environment for small-scale private-sector production, and support to the public-sector reform and capacity-building of the state employment fund and the state oil fund.

248. A principal focus of the CCF for the Islamic Republic of Iran was on boosting economic growth. UNDP would work with the Government to develop policies for the rational allocation of resources, diversification of the economy and reduction of economic distortions. UNDP would also support a poverty alleviation strategy, focused on pro-poor growth policies and job creation in the poorest provinces. In the governance area, a degree programme on human rights would be established at Tehran University under the human-rights initiative and the setting up of an information centre on women's rights. A second initiative would enhance public-service delivery and provide the general public with greater access to information on government functions and services. UNDP, together with the UN system, had assisted with the first national human development report (NHDR) of the Islamic Republic of Iran. The NHDR, through its championing of the agenda for social and economic reform, encouraged debate within the Government and society at large.

249. The CCF for Romania would focus on governance and poverty reduction. An early-warning system initiative would identify and signal events that could impede continued progress towards modern democratic and market-oriented policies and systems. UNDP would also support employment through micro-credit schemes and public-private partnerships. The Government had requested support in reinforcing its capacity to implement the conventions on climate change and biodiversity.

250. The CCF for Turkmenistan was aligned with the country's national programme up to 2010, which emphasized the introduction of structural economic changes and the improved use of financial, human and environmental resources. Through the CCF, UNDP would contribute to the liberalization of the economy, the broadening of participation in economic growth and the alleviation of poverty. UNDP support would be deployed to strengthen national capacity, particularly through the development of appropriate legislative frameworks, policy documents, training, systems development and the introduction of information and communication technology.

251. The extensions of CCFs for Argentina, Chile and Uruguay had been approved by the Administrator in accordance with Executive Board legislation. The resource shortfall had obligated UNDP to extend the allocation of target for resource assignment from the core (TRAC) funding for one more year in the case of Brazil, allowing it to harmonize with the programming cycle of other United Nations agencies. As announced at previous Executive Board sessions, UNDP had decided to extend the three-year allocation to a fourth year in light of funding difficulties. No substantial changes in the goals of the programmes were anticipated.

252. The Executive Board approved the second CCFs for Azerbaijan (DP/CCF/AZE/2), the Islamic Republic of Iran (DP/CCF/IRA/2), Romania (DP/CCF/ROM/2) and Turkmenistan (DP/CCF/TUK/2).

253. The Executive Board approved the first extension of the first CCF for Brazil (DP/CCF/BRA/1/EXTENSION 1).

254. The Executive Board took note of the first extensions of the first CCFs for Argentina (DP/CCF/ARG/1/EXTENSION 1), Chile (DP/CCF/CHI/1/EXTENSION 1) and Uruguay (DP/CCF/URU/1/EXTENSION 1).

255. Several speakers underlined the importance of decision 2000/12 of 16 June 2000, on the United Nations Population Fund (UNFPA) programming process, noting that the decision had requested UNFPA to propose the establishment of a working group with the objective of developing a common programme approval process to the other members of the United Nations Development Group (UNDG). The decision also emphasized the importance the Executive Board placed on the need for further harmonization and standardization in programmes and programming procedures for all United Nations funds and programmes in the UNDG, as well as on the need for further harmonization efforts to provide the basis for a substantive, timely and joint oversight function of the respective executive boards. The Administrator was requested to support the proposed initiative.

256. One delegation underlined the importance of UNDP activities to remain within the mandates given to it by the Executive Board, including with regard to government-financed programmes and to activities financed by non-core funding.

257. The representative of the Islamic Republic of Iran noted that the country's first national human development report had recently been published with UNDP assistance. The report demonstrated that improvements had been made in the Islamic Republic of Iran not only in terms of income levels and health, but also in sustainability of programmes. Values in the human development index had increased between 1960 and 1995, as the country had moved from a low-income to a medium-income country. The drop in overall human poverty was the country's most important human-development achievement. The findings from the review of the first CCF had been incorporated in the formulation of the second CCF.

258. Several delegations praised various aspects of the CCFs presented, for example, the focus and streamlining of the CCF for Azerbaijan, and the emphasis on management and employment creation in the CCF for the Islamic Republic of Iran. One delegation praised the UNDP programme in Turkmenistan, noting the excellent management by the Resident Representative. More information on cooperation with other donors was sought with regard to the Islamic Republic of Iran and Turkmenistan. One delegation suggested that the second CCF for Chile, currently under preparation, should include a reduction of areas of intervention from three to two, thereby enhancing the focus of the programme.

259. The Associate Administrator took note of the request for UNDP support for decision 2000/12 on the UNFPA programming process.

260. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States underlined that UNDP was moving to more governance-related and focused activities in Azerbaijan. She also noted that UNDP cooperated with several partners in rehabilitation and reconstruction activities, including the World Bank and United Nations High Commissioner for Refugees. The CCF for Azerbaijan had specified that UNDP would work in non-oil areas such as poverty eradication and employment generation.

261. The Deputy Director of the Regional Bureau for Latin America and the Caribbean noted that in Chile, the programme was focused, with about one-third devoted to governance and two-thirds to poverty eradication. There was also a small environment component.

262. The Director of the Operations Support Group welcomed the proposals for future work on harmonization with other members of the UNDG.

XIII. United Nations Office for Project Services

263. The Administrator, in his introductory remarks, noted the extensive progress made by the United Nations Office for Project Services (UNOPS) since 1995, when it became a separate implementing agency for the United Nations Development Programme (UNDP) and other partners. To maintain its momentum, however, it must meet a number of challenges, including continuing diversification of its income sources, containment of total administrative expenditures within income, and implementation of the recommendations of the 1999 UNDP Evaluation report of the relationship between UNDP and UNOPS within the given time-frame. The Management Coordination Committee (MCC) must provide UNOPS with broader, more strategic guidance.

264. In his opening statement, the Executive Director of UNOPS highlighted several aspects of the five-year retrospective provided in the annual report (DP/2000/25), updated the Executive Board on the follow-up to some of the recommendations of the evaluation of the UNDP-UNOPS relationship (DP/2000/13), reported on progress on the issue of delegation of authority to UNOPS in personnel matters, indicated continued adherence to the self-financing principle during the 1998-1999 biennium, and provided additional information on the relocation expenditures.

265. Numerous delegations expressed appreciation for the introductory remarks of the Administrator and the Executive Director and for the annual report. Several delegations recognized the professional, relevant work of UNOPS, which one speaker described as a vital, innovative operation with a capacity which is unique in the United Nations system and perhaps even worldwide and whose creation had injected an element of competition into the system that promises greater efficiency in service delivery. Many delegations commented favourably on various UNOPS achievements, including: (a) the increased volume of activities and the more diversified client base, especially United Nations organizations other than UNDP; (b) successful adoption of a managed-growth approach, reflected in the fact that the 1999 financial performance was very close to the projections of the business plan for services, project portfolio and income targets; (c) continued respect for the self-financing principle for recurring expenditures; (d) containment of the overhead rate below seven per cent; (e) development of the operational methodology for action in conflict and post-conflict situations; (f) the logistical and management support provided to a United Nations political mission, enabling it to focus on its substantive work, a mechanism recommended as a model for use in other countries; and (g) its initiative in organizing the conference entitled, The United Nations and Business: A Partnership for the New Millennium.

266. Eight delegations expressed interest in a more analytical report that would include, *inter alia*, increased information on UNOPS activities, methodologies, problems and successes. Fifteen representatives asked for further explanation of the headquarters relocation cost overrun, with several speakers indicating the need for more timely consultations in such cases with the Board, for example, through

informal meetings or an intersessional letter. One speaker noted that the costs of relocation should not be recovered by increasing overhead costs. In addition, many delegations asked about progress in clarifying the roles of UNDP and UNOPS. More information was also requested in several other areas: the fee-setting process of UNOPS; the re-establishment of the operational reserve to the required level; the impact of and steps being taken to address problems relating to the Integrated Management Information System (IMIS); the apparently high level of dependence on UNDP; the results of the 1999 functional review; and present modes of cooperation with other organizations and bodies in the areas of peace-making and the environment. Questions were raised about three human resource issues: (a) the length of time being taken to implement the Executive Board decision on delegation of personnel authority; (b) the involvement of the Board in the decision to upgrade two posts from the P-5 to the D-1 level, seen by some as micromanagement; and (c) steps being taken to improve the stagnant low levels (18 per cent) of recruitment of women project personnel and the share of women consultants employed by UNOPS.

267. In addressing the concerns and queries of the Board, the Executive Director profiled UNOPS as a service organization with a management mandate, rather than the substantive mandate of its clients. This has consequences for its reporting because quantitative information is an important reflection of demand; however, more analytical information will be included as requested. As a totally demand-driven organization, UNOPS is unable to foresee the magnitude or nature of its business, which extends beyond procurement depending on client need. However, it applies one fee-setting standard and there are no flat rates for administrative costs; a budget is established after tasks have been analysed and the division of labour discussed with the client. Market forces and internal staff exert constant pressure to contain costs (e.g., through the introduction of a web-based e-banking system) and to ensure the provision of value for money. Owing to the self-financing principle and to budgeting procedures, staff jobs are secure to the extent that everyone earns enough income to pay for the salaries. However, the Executive Director noted that some posts have a lower classification than similar posts elsewhere in the United Nations system, signalling the need for uniform job classification standards systemwide.

268. In commenting on the diversification of its income sources, the Executive Director stressed the importance of distinguishing between the resources of UNDP itself that are handled by UNOPS and resources that merely come through UNDP from various organizations to enable them to have access to UNOPS services. In 1998, the latter constituted 28 per cent of the resources acquired by UNOPS from UNDP; this amount rose to 43 per cent in the first six months of 2000.

269. The Executive Director observed that reporting on every expense incurred in connection with the headquarters relocation, whether directly related to it or not (e.g., for upgrading the telecommunications system, where a delay would have increased the cost) may have been excessive. He explained that UNOPS conformed to current practice in international procurement and also in international financial institutions of not returning to the authorizing authority for contract amounts that do not exceed 10 per cent of the level approved. However, he also took note of the point that there

could have been informal consultations. Replenishment of the operational reserve by 2003 is expected to be achieved through cost savings rather than through increased fee levels.

270. After recalling his previous commitment to the Board, in which all recommendations from the evaluation report on the UNOPS/UNDP relationship that applied to UNOPS would be implemented independently of whatever the joint UNOPS-UNDP working group decided with respect to those recommendations not specifically addressed to UNOPS, the Executive Director provided an update of the status of several of the UNOPS-specific recommendations. He also clarified that Board approval was being sought on the upgrading of two posts to the D-1 level because of the retention, by the Board, of the authority to approve new posts established at the D-1 level and above. He indicated that the two positions were new posts resulting from the functional review, and that the additional cost would be $10 000 per year per post. He also explained that the delay in the delegation of authority in personnel matters was due to questions on subdelegation, a technical but important issue, given that UNOPS operates in many duty stations where UNDP is not present.

271. The Assistant Director, External Communications and Relations with the United Nations, reported on the progress UNDP made toward complying with the directive of the Secretary-General regarding a gender target of 50 per cent within the next five years. At headquarters, there are only two posts at the highest levels, rendering gender statistics meaningless. At the D-1 level, the number of women incumbents rose from 8 per cent three years ago to 19 per cent today, while the number of women at the P-5 and P-4 levels increased to 33 per cent and 39 per cent, respectively, in that period. The number of project personnel, i.e., international expert and consultants hired by UNOPS for projects, has declined in absolute terms in the last three years, with a corresponding decrease in the percentage of females. However, for these staff, the final decision to hire is made by the client and the Government concerned, based on the recommendation of UNOPS, so that its follow-up on general recommendations on gender is sometimes very difficult. It is also not easy to increase the number of female project personnel in countries that are coming out of a conflict situation and implementing a peace process because of some women's desire not to be posted in positions that have a security issue attached to them. UNOPS has, however, been able to maintain female personnel working in the UNOPS programme in Afghanistan, for example, despite recent difficulties. A gender policy involving UNOPS operations is almost ready to be promulgated.

272. The Executive Director thanked one delegation for its proposal for further cooperation. He also announced that UNOPS would adopt an independent quality standard or service charter for service quality, turnaround time, costs and so forth; that it had subscribed to standards of social responsibility and social accountability; and that it would finalize the new partnership concept that it had launched with the private sector and civil society organizations.

273. The Director, UNDP Division of United Nations Affairs, reported that the evaluation of the UNDP-UNOPS relationship had provided the opportunity to establish a clear platform for a proactive working-level dialogue between the two institutions. The first result of the task force created in late March to review the recommendations and how to implement them was the conference paper DP/2000/CRP.8 presented to the Board at the second regular session 2000. A progress report on follow-up to the recommendations (DP/2000/35) would be submitted to the Board at its third regular session in September. The Director, attributing the length of time accorded to the issue of the delegation of authority in personnel matters to the symbiosis in human resources that had existed for so long between UNDP and UNOPS, said that the delegation of authority would be presented as a fait accompli in DP/2000/35. He also stated that UNDP viewed the roles of UNDP and UNOPS as complementary and not in competition and that it intended to be a consumer of UNOPS services throughout the whole range of activities, whether funded by trust funds, regular resources, or cost-sharing.

274. The Executive Board adopted the following decision:

2000/16
Annual report of the Executive Director on the activities of the United Nations Office for Project Services

The Executive Board

1. *Takes note* of the report of the Executive Director of the United Nations Office for Project Services (DP/2000/25), including operation in accordance with the self-financing principle in relation to recurring administrative expenditure;

2. *Emphasizes* again the importance of effective follow-up of the report on the evaluation of the relationship between the United Nations Development Programme and the United Nations Office for Project Services and requests that a progress report be submitted to the Executive Board at its third regular session 2000 on the implementation of the recommendations contained in the evaluation;

3. *Requests* the Management Coordination Committee to assist with urgency the United Nations Office for Project Services and the United Nations Development Programme in overcoming the difficulties detailed in paragraphs 48-50 of document DP/2000/25;

4. *Takes note* of the fact that a drawdown from the operational reserve of the United Nations Office for Project Services was effected in 1999, in the amount of $13.8 million, to cover part of the non-recurring expenditure;

5. *Notes* with concern that the cost of relocating the headquarters of the United Nations Office for Project Services has risen from $8.5 million to $14 million and requests the Executive Director to inform the Executive Board regularly on the timing and means of reconstituting the operational reserve;

6. *Requests* the Executive Director to submit at the third regular session 2000 a report on steps taken to implement decision 99/17 of 15 September 1999 and

to submit at the first regular session 2001 a detailed report on the steps taken to implement the delegation of personnel authority;

7. *Also requests* the Executive Director to submit at the third regular session 2000, a new, justified proposal with regard to the upgrading of two existing posts from the P-5 level to the D-1 level; and also to present a report reviewing the current procedures for approval of the establishment of posts at the D-1 level outlined in Executive Board decision 94/32 of 10 October 1994, with the view of achieving a practice that is more consistent with the establishment of posts at all levels up to and including the P-5 level.

23 June 2000

XIV. Other matters: field visits

Mali/Mauritania

275. Ms. Louise Brincker (Denmark), rapporteur, introduced the report on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1), noting that all participants had contributed to the report. The mission had been very successful as well as instrumental in increasing understanding about the work of UNDP and UNFPA at the country level. Gratitude was expressed to the Governments and to the UNDP resident representatives, the UNFPA country representatives and their staffs in both countries for enabling the visit. Through both meetings and visits to projects, the team was able to gain insights into UNDP and UNFPA interventions. The team looked at the activities in light of whether they were consistent with the country cooperation framework and the country programme as well as, in the case of UNDP, whether they were consistent with the new orientation as expressed by the Administrator in his Business Plans 2000-2003. Ms. Brincker reviewed the findings and recommendations, as contained in DP/2000/CRP.11.

276. The team coordinator, H. E. Ms. Naomi Espinosa-Madrid (Honduras), expressed gratitude to the team, the resident representatives and country representatives and their staffs and the secretariat in connection with the field visit. The team had appreciated the difficult circumstances faced by the staff members in Mali and Mauritania.

277. The Permanent Representative of Mali to the United Nations Office in Geneva thanked the Executive Board and expressed support for the introductory statements and for the report. He underlined the excellent relations between his government and UNDP and UNFPA, noting that the activities of both organizations were in line with the national programme on poverty eradication.

278. The Permanent Representative of Mauritania to the United Nations Office in Geneva expressed reservations about several references contained in [paragraphs 25, 26, 29, and 43 of] DP/2000/CRP.11. Specifically, he referred to paragraph 25, which had stated that Mauritania was "influenced by both Arab and African cultures while belonging to neither", noting that his country belonged to both cultures, and thus presented particular terms of reference for the work of UNDP and UNFPA. With regard to paragraph 26, he noted that the population growth figure should be 2.93 per cent instead of 2.7 per cent. Paragraph 29 should refer to the Commissioner for Human Rights, Poverty Alleviation and Social Integration, rather than the High Commission for Poverty Eradication, Human Rights and Integration. Those references had been amended and were contained in DP/2000/CRP.11/Corr.1. He noted that the resource situation was difficult for both UNDP and UNFPA, a factor that impacted on the implementation of programmes in his country. He noted that UNDP activities in poverty eradication were firmly connected to Mauritania's national poverty eradication programme, 1998-2001. With the implementation of the HIPC debt reduction initiative, it was hoped that further funding could be made available for poverty eradication work. He underlined the important work currently

undertaken in decentralization and government support to local communities. The work of UNDP in developing Internet capacity was also very important.

279. One delegate, who had participated in the field visit, underlined the importance of Executive Board field visits and the need for adequate time to discuss the reports of those visits. In elaborating on some of the points raised, the speaker emphasized the need to expedite the process of coordination at the country level. It had seemed to the team that owing to the different levels of decentralization of United Nations agencies it had been difficult to achieve programme harmonization, an issue that could be brought to the attention of the Economic and Social Council. Another coordination issue that had emerged in the context of the field visit was the role of the United Nations Development Group Office in backstopping the work of the resident coordinator, an issue on which more clarification was sought. The team had also noted that at the country level there had been no contradiction between upstream and downstream work of UNDP, as the activities of UNDP were determined by the countries themselves. The field visits were very useful in providing concrete examples of the issues that were under discussion in the Executive Board.

280. One delegation expressed support for the work in both countries to strengthen local communities. However, it seemed that only certain communities had benefited from UNDP and UNFPA assistance. Certain projects required multi-year implementation. Limited term duration projects should be terminated. Innovative ways should be sought to expand local capacity, given the long distance from the capitals of some of the projects being implemented.

281. One delegation sought further information on the relationship between the United Nations system and the World Bank in Mali and Mauritania, in particular in comparison with the situation in Cambodia, described in the report on the field visit to that country (DP/2000/CRP.12). Ms. Brincker replied that the team had found that coordination between the World Bank and the resident coordinator system was good in both Mali and Mauritania.

Cambodia

282. Ms. Sarah MacIntosh (United Kingdom), rapporteur, introduced the report on the field visit to Cambodia (DP/2000/CRP.12). She noted the two types of transition in Cambodia, from emergency to development, and from a centrally planned to a market economy. Cambodia remained one of the poorest countries in the world. The Human Development Report 1999 showed a human development index value of 0.514, ranking it 137 out of 175. Official development assistance (ODA) to Cambodia amounted to $500 million annually, roughly equivalent to the total national budget. In 1999, the United Nations was Cambodia's largest multilateral donor, contributing 23 per cent of total ODA. Twenty-five per cent of bilateral donor funds were also channeled through the United Nations. A high level of trust

and goodwill in the relationship between the United Nations and Government was noted, in particular with regard to working towards international development targets. The Government was particularly committed to human capacity building as a development priority, with many notable examples seen in decentralization, public sector reform, development planning and with regard to civil society. Decentralization and rural development were two areas that had seen success from the bottom up. It was noted that UNFPA had established itself in Cambodia as the international focal point for population and reproductive health issues and that it had created an appropriate strategic focus for its work. The team had noted with concern the sparse participation of the World Bank representative in donor coordination in Cambodia. It was recommended that improved relations between the World Bank and UNDP at the headquarters level could be utilized to improve relations at the country level. The team wished to thank the Government of Cambodia, the UNDP resident representative, the UNFPA country representative and their staffs in Cambodia, and the Secretary of the Executive Board for all the arrangements for their hospitality and arrangements for the visit.

283. The Team Coordinator, Ms. Jana Simonova (Czech Republic) underlined the eagerness in Cambodia to build a better society and establish prosperity following decades of armed conflict. Projects were well targeted and in accordance with the mandates of UNDP and UNFPA. The most impressive element was the influence of projects on the general policies and approaches of the Government, especially with regard to projects in decentralization, the census, environment and in the 100 per cent condom use project in Sihanoukville. It was noted that the number of projects was decreasing in Cambodia as a result of increased focus and decreased resources. While tools for joint programming had not yet been explored, there were collaborative projects designed and implemented by more than one agency. It was also noted that enhanced cooperation between the United Nations system and the World Bank would be beneficial.

284. One representative, who had participated in the visit, underlined the positive opinion of the work of both organizations in the strengthening and modernization of the public administration. The reduction in resources was regretted because of its effect on reducing or eliminating some modernization projects. It was noted that Cambodia had been successful in attracting non-core resources for de-mining and in assistance to the electoral process.

285. Another representative, who had participated in the field visit, underlined the shortage of human resources in Cambodia and the resultant lack of capacity for national execution. The human resources area needed the urgent attention of the United Nations. South-South cooperation could be strengthened, in particular through the Cambodia's recent membership in the Association of South-East Asian Nations (ASEAN). It was hoped that the resource situation of both UNDP and UNFPA would improve.

286. One speaker expressed regret that the team had been unable to visit the Cambodia Mine Action Centre as there were concerns on the part of donors regarding the work of the Centre. It was noted that an audit had shown that there was no misuse of United Nations funds. However, concerns on the Centre's management remained. Further discussion on the issue would be taken up on a bilateral basis with the Regional Bureau for Asia and the Pacific.

287. The Associate Administrator thanked the teams for the high quality of their reports, noting the usefulness of the feedback provided. All comments contained in the reports would be given serious consideration with regard to the management of the programmes.

288. The Chief, Executive Board Branch, UNFPA, stated that the recommendations contained in the report were taken very seriously and were already being taken into account for future country programmes in the countries visited.

289. The Executive Board took note of the reports on the field visit to Mali and Mauritania (DP/2000/CRP.11 and Corr.1) and to Cambodia (DP/2000/CRP.12).

290. The Executive Board concluded its work by adopting the following decision:

2000/17
Overview of decisions adopted by the Executive Board at its annual session 2000

The Executive Board

Recalls that during the annual session 2000, it:

Item 1
Organizational matters

Approved the agenda and work plan for its annual session 2000 (DP/2000/L.3) as orally amended;

Approved the report of the second regular session 2000 (DP/2000/20);

Agreed to the following schedule of sessions of the Executive Board in 2000 and 2001:

Third regular session 2000:	25-29 September 2000*
First regular session 2001:	29 January-10 February 2001
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

* Subject to approval by the Committee on Conferences

Agreed to the work plan for the third regular session 2000 of the Executive Board, contained in the annex to the present decision;

Held a UNFPA special event on "Adolescent Reproductive Health" on 13 June 2000;

Held a UNDP special event on "Contribution to the debate on the United Nations operational activities for development and the key role of partnerships" on 22 June 2000;

UNFPA segment

Item 2
Report of the Executive Director for 1999

Took note of the report of the Executive Director for 1999 (DP/FPA/2000/8 (Part I and Part I/Add.1, Part II and Corr.1 and Part III), with comments made thereon;

Item 3
ICPD+5

Adopted decision 2000/11 of 16 June 2000 on future programme directions of UNFPA in light of the outcome of the ICPD+5;

Item 4
Evaluation

Took note of the periodic report on UNFPA's evaluation activities (DP/FPA/2000/10);

Item 5
Information and communication strategy

Took note of the oral report on the implementation of the UNFPA information and communication strategy;

Item 6
UNFPA programming process

Adopted decision 2000/12 of 16 June 2000 on the UNFPA programming process;

Item 7
Emergency assistance

Adopted decision 2000/13 of 16 June 2000 on ensuring reproductive health in emergency situations.

Joint UNDP/UNFPA segment

Item 8
Internal audit and oversight

Took note of the reports on internal audit and oversight activities of the United Nations Development Programme (DP/2000/21), of the United Nations Population Fund (DP/FPA/2000/13) and of the United Nations Office for Project Services (DP/2000/25/Add.1).

UNDP segment

Item 9
Annual report of the Administrator for 1999, including the results-oriented annual report (ROAR)

Adopted decision 2000/15 of 23 June 2000 on the annual report of the Administrator for 1999.

Item 10
Communication and advocacy strategy

Took note of the oral report on UNDP corporate communication and advocacy strategy.

Item 11
United Nations Volunteers

Adopted decision 2000/14 of 22 June 2000 on United Nations Volunteers.

Item 12
Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Azerbaijan	DP/CCF/AZE/2
Second country cooperation framework for the Islamic Republic of Iran	DP/CCF/IRA/2
Second country cooperation framework for	DP/CCF/ROM/2

Romania

Second country cooperation framework for Turkmenistan	DP/CCF/TUK/2

Approved the following extension of the first country cooperation framework:

First extension of the first country cooperation framework for Brazil	DP/CCF/BRA/1/EXTENSION/1

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Argentina	DP/CCF/ARG/1/EXTENSION/1
First extension of the first country cooperation framework for Chile	DP/CCF/CHI/1/EXTENSION/1
First extension of the first country cooperation framework for Uruguay	DP/CCF/URU/1/EXTENSION/1

Item 13
United Nations Office for Project Services

Adopted decision 2000/16 of 23 June 2000 on the annual report of the Executive Director for 1999;

Took note of the report of the Executive Director on the updated review of the implementation of the recommendations of the Board of Auditors (DP/2000/26);

Item 14
Other matters

Took note of the report on the field visit to Mali and Mauritania (DP/2000/CRP/11 and Corr.1);

Took note of the report on the field visit to Cambodia (DP/2000/CRP/12).

23 June 2000